

Mail Survey of Local Park and Recreation Providers
Research Project for the 2005-2009 Indiana SCORP
October 13, 2004

1.0 Introduction

The purpose of this project was to identify important local issues by conducting a survey of local recreation providers. The intent was to contribute to the next 2005-2009 Statewide Comprehensive Outdoor Recreation Plan (SCORP). Local issues have been identified with different methods for past Indiana SCORP documents, such as through a planning advisory committee (Indiana Division of Outdoor Recreation, 2000). The current project incorporated both qualitative and quantitative methods. Prior to the mail survey, qualitative research methods were used. These included a content analysis of the five-year master plans of local park and recreation departments and open-ended interviews with park and recreation superintendents. Based on the content analysis of master plans and interviews, a list of issues was generated, that could then be tested through a mail survey. An important goal of the project was to compare and contrast the qualitative and quantitative findings. For this reason, the survey questions were created based on the content analysis of the local, five-year master plans.

2.0 Methods

Qualitative and quantitative methods were used for this project. First, a qualitative approach involved doing a content analysis of a random, stratified sample of local master plans, based on population size ($N = 55$). Interviews were also conducted with four park and recreation superintendents as a qualitative approach, using open-ended questions. Qualitative approaches were used for the project from 2002 to 2003. The issues identified through qualitative methods were placed into the following categories: 1) Park and Recreation Organization; 2) Community and Demographics; 3) Administration; 4) Capital Projects/ Facility Development; 5) Facility Maintenance and Refurbishment; 6) Education/ Programming; and 7) Funding. From the issues that emerged from the qualitative methods, questions were created for a mail survey. Development and administration of the mail survey took place from 2003 to 2004. Variables were operationalized using quantitative and qualitative approaches, i.e., Likert scales and open ended questions. The survey questions were developed by the research team with input from the Indiana Division of Outdoor Recreation and the Planning Advisory Committee for the next 2005-2009 Indiana SCORP. The questionnaire was pilot tested by undergraduate students in the class NREM 371 – “Outdoor Recreation and Society,” at Ball State University. After the pilot test, additional modifications were made to the questionnaire. The mail survey was sent to park superintendents and park board members operating at the local government level, based on an address list supplied by the Indiana

Division of Outdoor Recreation. The questionnaires were mailed in November, 2003. All responses were received by the end of January, 2004.

2.1 Response rate

A total of 484 surveys were sent through the mail to local park and recreation leaders. Leaders were defined as park board members and park superintendents or employees. Of those sent, 16 had undeliverable addresses, thus 467 were deliverable. One week after the initial mailing, a reminder postcard was sent to the sample of park leaders according to the Dillman multiple-mailing method, and to encourage a higher response rate (Sallant and Dillman, 1994). After the initial mailing and the reminder postcard, there were 182 usable questionnaires returned and entered into the database. The effective response rate for the mail survey was as follows: $182 \text{ responses} / 467 \text{ deliverable surveys} = 39\% \text{ response}$.

Respondents were also given the option of completing the survey on-line. A small number of local park and recreation leaders responded through the web survey ($N = 16$). These data were kept separate from the mail survey data, because they represented a small sample. Also, the on-line data were collected using a different method; therefore they were not combined with the mail survey data. The total response rate including both the mail and on-line surveys was 42%. Data from the on-line survey are shown in the Appendix, while results from the printed survey are discussed in the following sections.

3.0 Organizational characteristics

Crompton and Kacynski (2003) reported that there are approximately 87,000 local government entities across the United States, and these include county, municipal, and township units, as well as special districts and school districts. The purpose of this mail survey was to study local leaders from park and recreation departments and park boards in Indiana. The following data highlight characteristics of the respondents. Their different employment categories and roles are shown in Table 1. These data suggest that there are two dominant voices represented in the responses, namely municipal employees and park board members. Of those that noted the “other” category for this question, most were associated with municipal governments. Examples included town manager and street commissioner, as shown in the Appendix, Table 1b.

Respondents also identified the level of government with which they were associated. Government jurisdictions have different ways that they are organized, which can affect how they address important issues in the community. An example is provided from an interview conducted with a superintendent: in his case, funding for operation of the park and recreation system is provided from both the county and the township. Another example is provided from qualitative findings of the five-year plans: a particular community was seeking to combine the county and municipal park boards into one

governing unit in the future. As a third example, sometimes joint boards exist. One mail survey respondent noted that New Albany and Floyd County Parks are currently operating together as a joint department. Thus, the way that jurisdictions are organized can affect local provision of parks and recreation. The political jurisdictions represented by survey respondents are shown in Table 2, and the most numerous survey responses were from municipal park systems. Fewer responses came from township or county systems.

Table 1. Characteristics of mail survey respondents (N = 182).

<i>Respondent role in park system</i>	<i>Frequency</i>	<i>Percent</i>
Employee of Municipal Park and Recreation Department	81	44.5
Employee of Township Park and Recreation Department	1	0.5
Employee of County Park and Recreation Department	19	10.4
Member of Park Board	59	32.4
Other	17	9.3
No answer	5	2.7

Table 2. Level of government associated with respondents (N=182).

<i>Government unit</i>	<i>Frequency</i>	<i>Percent</i>
Municipal	145	79.7
County	25	13.7
Township	4	2.2
Other	2	1.1
No answer	6	3.3

Respondents were asked to indicate if a park and recreation department and/or a park board existed in their community (Table 3): 60% had both park boards and park and recreation departments in their communities (N = 110); 34% had only park boards operating but no park and recreation department (N = 62); 5% had a park and recreation department but no park board (N = 9); and one rare respondent noted neither a park and recreation agency nor a park board.

Table 3. Existence of park and recreation department or park board by percent of all respondents.

		<i>Do you have a park board (park and recreation board) in your community?</i>		<i>Total</i>
		No	Yes	
<i>Do you have a park and recreation department?</i>	No	1 (<1%)	62 (34%)	63
	Yes	9 (5%)	110 (60%)	119
Total		10	172	182

4.0 Demographic Characteristics

Survey respondents were asked two questions that provided personal/career information. They were asked their gender and how many years they had worked within the parks and recreation profession. More males were found in leadership roles for parks and recreation. Experience for both males and females varied from 1 year to over 30 years in the profession (Table 4). Gender and experience were compared for park board members versus park department employees (Table 5a). Percents are provided by employment category. In general, women make up about a third of the persons in park and recreation leadership roles. The data also suggest that women are slightly more likely to be park board members (34.4%) than park and recreation department employees (30.1%). Men have had longer years of experience in parks and recreation than women (Table 5b). The mean for years of experience was approximately 14 years for men, while it was 10 years for women. The difference was statistically significant based on a t-test ($p < 0.05$).

Park department employees were compared to park board members in terms of their years of experience. The mean years of experience for park department employees was approximately 15 years, while for park board members, it was 9 years. The difference was statistically significant based on a t-test ($p < 0.05$). Years of experience are shown by category in Table 6. Data suggest that park department employees have had more years of experience; while park board members have shorter tenures. This may relate to the fact that park board members in Indiana serve a four-year term; whereas there is no term limit for superintendents hired into park systems.

Table 4. Gender and years of experience for all survey respondents.

<i>Gender</i>	<i>Frequency</i>	<i>Percent</i>
Male	121	68.0
Female	57	32.0
<i>Years in parks and recreation</i>	<i>Frequency</i>	<i>Percent</i>
1-5 years	44	25.9
6-10 years	51	30.0
11-15	26	15.3
16-20	16	9.4
21 or more	33	19.4

Table 5a. Gender by respondent category.

<i>Respondent Category</i>		<i>Male</i>	<i>Female</i>	<i>Total</i>
Employee of park and recreation department	Frequency	72	31	103
	Percent	69.9	30.1	100.0
Park board member	Frequency	40	21	61
	Percent	65.6	34.4	100.0

Table 5b. Gender compared to years of experience.

<i>Years of experience in parks and recreation</i>	<i>Percent of Males</i>	<i>Percent of Females</i>
1-5 years	22.6	34.5
6-10 years	28.7	32.8
11-15 years	15.7	14.5
16-20 years	11.3	3.7
21 years or more	21.7	14.5
<i>Average years of experience</i>	<i>13.6</i>	<i>10.1</i>

Table 6. Years of experience and percent of respondents by category.

<i>Years of experience</i>	<i>Percent of park department employees</i>	<i>Percent of park board members</i>
1-5 years	19.0	37.9
6-10 years	29.0	34.5
11-15 years	13.0	15.5
16-20 years	12.0	3.5
21 years or more	27.0	8.6
<i>Average years of experience</i>	<i>14.8</i>	<i>8.9</i>

5.0 Community size

Communities of different sizes were studied with both the qualitative and quantitative methods for the project. Communities were sampled to have a representation across population sizes for the content analysis of five-year master plans. Respondents of the mail survey also represented communities of different sizes as shown in Table 7. The data were compared to information about Indiana's jurisdictions. The highest survey response was from park and recreation leaders associated with populations between 10,000 and 49,999. The smallest communities (populations of 4,999 or less) were somewhat underrepresented while the community categories for populations over 50,000 were somewhat overrepresented among the mail survey respondents. Nonetheless, respondents from many different

population sizes were represented by the survey data. It is also important to note that survey respondents were asked to indicate the population size served by the park system. This could mean a county or a town. Therefore, survey respondents would not always have been referring to a community size as defined by the U.S. Census. Population size is an issue for local leaders, because it affects demand for parks and recreation. Park systems may serve more people because new residents move into a community, or park systems may reorganize, thus adding customers. The latter was mentioned by a survey respondent – that the population being served was increasing because they brought townships into the park system. For these and other reasons, population size is an important factor in understanding local park and recreation provision.

6.0 Administrative unit by community size

The presence of a park board or a park and recreation department is somewhat related to community size according to the survey data collected. The data were compared in Table 8. Smaller communities are more likely to have park boards but lack park and recreation departments. Larger communities are more likely to have both park boards and park departments. For example, among the communities with 4,999 or less in population, only 26.1% have park and recreation departments, while 97.8% have park boards. In larger communities of 50,000 or more people, most of them have both park boards, and park and recreation departments operating. In general, park boards are more likely to exist across communities in Indiana. In larger communities, government park departments also tend to exist.

Table 7. Size of population associated with survey respondents.

<i>Population</i>	<i>Frequency of Respondents</i>	<i>Percent of Survey Respondents</i>	<i>Indiana Jurisdictions</i>	<i>Percent of Indiana Jurisdictions</i>
4,999 or less	46	25.3	480	79.9
5,000-9,999	27	14.8	51	8.5
10,000-49,999	72	39.6	58	9.7
50,000-149,999	26	14.3	10	1.7
150,000 or more	10	5.5	2	0.3
No data	1	0.5	---	---
Total	182	100.0	601	100.0

Source: U.S. Census Data Set: Indiana -- population by geographic area. Retrieved June 28, 2004 from <http://factfinder.census.gov>

6.1 Community size by park board member vs. park department employee

There were two main types of local leaders surveyed for the project: park board members (N = 62) and park superintendents/employees (N = 103). Park board members differed from park and

recreation department employees by community size. Park board members were more likely to represent smaller communities, while the larger communities were better represented by park and recreation employees. This is shown in Table 9. The pattern is related to the fact that smaller communities in Indiana are likely to have a park and recreation board even if they do not have a park and recreation department. Larger communities are more likely to have both park boards and government departments. The difference in type of respondent compared to community size was statistically significant.

Table 8. Population size vs. park department and/or park board, using percent in community category.

<i>Population Size</i>	<i>Does the community have a park and recreation department?</i>		<i>Does the community have a park board?</i>	
	No (%)	Yes (%)	No (%)	Yes (%)
4,999 or less	34 (73.9)	12 (26.1)	1 (2.2)	45 (97.8)
5,000-9,999	13 (48.1)	14 (51.9)	0 (0.0)	27 (100.0)
10,000-49,999	13 (18.1)	59 (81.9)	8 (11.1)	64 (88.9)
50,000-149,999	1 (3.8)	25 (96.2)	0 (0.0)	26 (100.0)
150,000 or more	1 (10.0)	9 (90.0)	0 (0.0)	10 (100.0)
Total	62 (34.3)	119 (65.7)	9 (5.0)	172 (95.0)

Table 9. Populations represented by park board members vs. park and recreation employees.

<i>Size of population served</i>	<i>Frequency of park and recreation employees</i>	<i>Frequency of park board members</i>	<i>Total for population category</i>
4,999 or less	9	31	40
5,000-9,999	13	10	23
10,000-49,999	51	18	69
50,000-149,999	22	2	24
150,000 or more	8	1	9
Total	103	62	165

Chi-square probability < 0.05

From Tables 1-9, it is evident that respondents represented persons with different levels of experience in parks and recreation, and from different government jurisdictions in the state. Also, different sizes of communities were represented through the survey respondents. The goal of the project was to identify and quantify the most important issues facing local recreation providers, according to their perceptions and roles they have in the profession, and based on their management of communities of different sizes in the state. The discussion that follows focuses on that issue identification.

7.0 Identifying issues

An issue was defined for this project as follows: *goals, objectives, concerns, opportunities or threats that can be identified as most relevant to planning for the future activities of local park and recreation departments*. The first examination involved analyzing the data for all respondents to determine the most important issues facing local recreation providers. In addition, issues can be perceived of differently by people with different roles in the parks and recreation fields. For this reason, it was also important to consider whether respondents' roles (park board member vs. park department employee) would have an impact on how they identified priority issues. One way to examine this would be to separate respondents into two groups – park board members versus employees of park and recreation departments – to detect differences in issue identification across these two groups of leaders in the profession. Another possibility to be tested was that communities of different sizes have different issues of importance. The community size responses noted in Tables 7 and 8 provided a possibility for examining issues across different sub-samples. To summarize, there were three research questions to be addressed:

- 1) What are the most important issues across all park and recreation systems at the local level?
- 2) Do park board members and park department employees perceive of issues differently?
- 3) Does size of community make a difference in how issues are rated in importance?

7.1 Issues identified with open-ended responses

In Question 5 of the mail survey, respondents were given an open-ended question that asked them to indicate the biggest issues their park department faces in planning for the future. They were provided with three spaces on the survey form for listing issues of importance. Analyzing these data involved a two step approach. First, the data were recoded into broader categories and frequencies were noted by how many times a word or phrase appeared across responses. Second, responses were examined by ranking, namely whether the item was listed first, second, or third. Responses are shown in Table 9 by category, which represent a regrouping of similar issues. Frequencies are noted in Table 9 for first, second, and third place votes. Saliency was calculated as follows: a first place vote had a saliency of 3/3 or 1; a second place vote was assigned a saliency of 2/3 or 0.67; and a third place vote was 1/3 or 0.33. These scores were summed for each category to produce the saliency score.

Budgets and Funding

Issues from the master plans emerged again in the mail survey responses. For example, budgets and funding were discussed in the five-year plans, and they were also noted frequently as important issues by respondents in the mail survey. Issues with budgets were expressed in different ways by survey

respondents. Some examples are as follows: tax cuts; desire for funding sources other than taxes; concern about money available for maintenance; budget constraints with capital projects; and fiscal constraints affecting salaries and hiring. These responses show how several different comments could be organized under a larger category, in this case as budgets/funding. Survey results in Table 10 suggest that budgets/funding was perceived as the most important issue among local recreation providers. This finding is consistent with the literature about the historical trend of taxes being limited since the 1970s and need for revenue generation and alternative funding strategies for parks and recreation (Crompton and Kaczynski, 2003). An example of calculating salience of an issue is now provided for budgets/funding. The salience score was as follows: $119(1) + 29(0.67) + 24(0.33) = 146.35$. Budgets/funding received the highest salience score.

Land acquisition issues

Another important issue discussed in the master plans was the need for land acquisition and new park development. An example from the master plans is provided from the small community of Hamilton, Indiana. Authors noted that they have a small population, yet the main issue for Hamilton was a need for expanding the existing parks or creating new recreational sites in their town. The demand is also high for recreation because of tourists that visit this area of northeastern Indiana, with its abundant natural lakes. They also note that while the summer tourist population increases demand for facilities, it does not contribute to the tax-generated monies for developing new park properties (see Hamilton, Indiana 2002-2006 master plan). Hamilton has two parks, but they were planning to develop a new trail, the Fish Creek Trail Project as of the writing of their most recent master plan. Based on public input, their citizens also wanted a trail developed. Hamilton, Indiana is not unique – other communities in Indiana are looking to acquire more land for parks and recreation, and often they are focusing specifically on trail development. These issues emerged from the master plans.

The need for land acquisition was also important to mail survey respondents. They expressed concern about available space, land for purchase, and new areas to be acquired for future parks. As noted by one respondent, an important issue facing park departments in the future is “land acquisition that keeps pace with population growth.” In contrast to the findings from the master plans, mail survey respondents did not focus as extensively on trail development under the category of land acquisition. They had other issues with land acquisition, such as to build new parks, or to put parks into new residential neighborhoods. They also mentioned a concern about lack of space available for recreation, and thus a need for land acquisition. This was consistent with the issues mentioned by the four superintendents who were interviewed for the project. They expressed a desire for acquiring land. They have been pursuing land tracts through donation and purchase. Two of the four superintendents have been successful at

acquiring farms and estates for the park department that will be developed into new parks. Buying farms was also noted in the master plans, e.g., North Vernon City. Another superintendent interviewed had partnered with the school corporation to have additional land for recreation. Thus, comments from the interviews, master plans, and mail survey respondents suggest the desire for land acquisition and ongoing development of park and recreation areas.

Personnel

Personnel seemed to emerge as an important issue category. Crompton and Kaczynski (2003) noted that from the 1970s to the 1990s the number of full-time employees in parks and recreation was somewhat constant (145,000 and 142,000, respectively) but that the number grew somewhat (by 11,000) at the end of the 1990s. In contrast, the number of part-time employees grew much more rapidly since the 1970s, from 76,000 in 1977-78 to 172,000 in 1999-2000. Crompton and Kaczynski also noted a trend in local governments contracting services out to the private sector. These are some of the personnel issues that local providers might face across Indiana.

The comments listed by survey respondents under the “personnel” category referred to examples such as these: having enough staff, the quality of part-time seasonal workers, aging workers, doing more with less staff, and the need for training new, younger staff. Personnel issues were third in salience under budgets/funding and land acquisition, as shown in Table 10.

Facility maintenance and renovation

Facility maintenance and renovation received several votes as an important issue through the comments of mail survey respondents as well as in the master plans. Both mentioned the need to repair parking lots, shelter houses, restrooms, and other buildings, as well as upkeep of trails, tennis courts, and other sports facilities as ongoing challenges. Facility maintenance also relates to budget constraints. For example, the writers of the Anderson master plan noted that they have had to sell tot lots because they didn’t have maintenance budget to take care of them. In the five-year plans, authors suggested that facility renovation was more of an issue than capital projects. They seemed to imply that they were trying to take care of what they already have before they decided to build anything new. Findings from the mail survey (Table 10) somewhat support this idea, because the salience score of maintenance/renovation of facilities was 18.69, while the score for capital projects was half that at 9.34.

Capital projects

There were several perspectives offered by survey respondents on the issue of capital projects – one was whether or not to pursue capital projects in the first place; another was how often to pursue them – annually or biannually; also important was what type of projects to pursue, e.g., buildings, shelter houses, or development of existing park land; and whether those capital projects should be more traditional ones, like playgrounds, or in response to more recent trends for nontraditional uses. An example that relates from the master plans was Albion, because they planned to build the traditional pavilion, playground, soccer field, and basketball courts, and they were discussing whether or not to pursue building a skate park (more non-traditional use). Upland's master plan also reflected recent trends, because they were pursuing a water playground instead of a swimming pool for the community. The master plans suggest that capital projects continue to be important. According to Crompton and Kaczynski (2003) spending for capital projects increased across the decade of the 1990s across the United States, and represented approximately one-quarter of annual budgets. Local park leaders continue to pursue capital projects. The comments of survey respondents complement many of the issues raised in the local master plans. One example from a master plan applies here – the local park and recreation leaders of a North Vernon City proposed to build a new grandstand, because the old one was in disrepair. The Grandstand has historical value to the community, because it originated in Churchhill Downs, Kentucky, and then moved to North Vernon for horse racing. But now the Grandstand is a safety hazard. However, members of the community want to preserve the existing structure for its historic and sentimental value. The authors noted that the grandstand is "one of the biggest dilemmas" they face. This is an example of how capital projects can create a debate in a community. It also illustrates the tension that exists between whether to build new facilities or repair existing ones.

Issues are listed in Table 10 in order of salience. Data in the table represent issues that received several votes or were listed in at least two different ranks (first, second, or third in importance). Salience scores ranged greatly from 146.35 for budgets/funding to 2.00 for flood zone issues. Additional items that could not be easily placed into a broader category, are listed in Appendix 1, Table 10b.

Table 10. Ranked issues based on open-ended responses in the mail survey.

<i>Issues</i>	<i>1st Place</i>	<i>2nd Place</i>	<i>3rd Place</i>	<i>Saliency</i>
Budgets/funding	119	29	24	146.35
Land acquisition	24	26	7	43.73
Personnel	1	24	12	21.04
Maintenance/renovation of facilities	11	10	3	18.69
Capital projects	5	5	3	9.34
Community/economic growth	3	7	2	8.35
Political support	3	5	4	7.67
Meeting community needs	3	4	5	7.33
Vandalism	1	6	2	5.68
Community participation	2	4	0	4.68
Trails	1	4	1	4.01
Programming	1	3	3	4.00
ADA compliance	1	2	1	2.67
Perceived value of parks and recreation	0	2	3	2.33
Flood zone issues	1	1	1	2.00

7.2 Issues identified differently by park boards vs. park employees

Respondents are now compared regarding the issues they identified. Park board members (N = 62) were compared to park department employees (N = 103) using Question 5, the open-ended responses and the categories assigned to those responses. In order to control for two different sample sizes, the total saliency score was divided by the number of responses for each item to give an average saliency score for each issue. The average score would then range from 0 to 1, with 1 being the highest saliency. Data are shown based on the top issues listed for all respondents. Some hypotheses are now offered:

- 1) Park employees and park board members should be equally concerned about budget issues, because they are both involved in setting budgets.
- 2) Park department employees are more likely to rank personnel as an important issue; this hypothesis deals with the fact that superintendents deal more directly with employees and volunteers, so they should be more concerned about this issue.
- 3) Park board members are more likely to rank political support as an important issue. This is because they deal with the mayor and city council about park issues.
- 4) Both groups should rank capital projects in the same way, because raising money for them falls

under park boards, while having the vision for and planning capital projects is shared by park superintendents.

- 5) Park superintendents will rank facility maintenance and renovation more important, because they deal with facilities on a day-to-day basis.

Results and Summary

Park staff and park board members view some issues in a similar way. Both ranked budgets/funding as the most salient issue category they face, offering support for the first hypothesis, that all perceive budgets/funding as a highly salient issue. The next most salient issue was the same for both groups, namely the desire for land acquisition. The next issue was viewed differently. For park staff, the issue category of personnel was the third most salient, and 32% of park employees noted personnel in their top three issues (N = 33). This pattern was not the case for park board members. For park board members, issues with personnel were less salient, in sixth place, and few board members mentioned this issue. This finding offers support for the second hypothesis, that personnel issues are more important to park employees than they are to park board members. This is likely because park superintendents and other staff leaders deal with personnel issues more closely.

Table 11. Ranked issues by park department employees (N = 103).

<i>Issues</i>	<i>1st Place</i>	<i>2nd Place</i>	<i>3rd Place</i>	<i>Total salience</i>	<i>Average salience</i>
Budgets/funding	69	20	17	88.01	0.8302
Land acquisition	16	13	5	26.36	0.7753
Personnel	1	21	11	18.70	0.5667
Maintenance/renovation of facilities	6	5	2	10.01	0.7700
Community /economic growth	3	6	2	7.68	0.6982
Capital projects	1	3	3	4.00	0.5714
Meeting community needs	2	1	3	3.66	0.6100
Political support	0	2	4	2.66	0.4433

Table 12. Ranked issues by park board members (N = 62).

<i>Issues</i>	<i>1st Place</i>	<i>2nd Place</i>	<i>3rd Place</i>	<i>Total salience</i>	<i>Average salience</i>
Budget/funding	39	7	5	45.34	0.8890
Land acquisition	6	11	2	14.03	0.7384
Maintenance/renovation of facilities	5	5	1	8.68	0.7891
Political support	3	1	0	3.67	0.9175
Capital projects	2	2	0	3.34	0.8350
Personnel	0	3	1	2.34	0.5850
Meeting community needs	0	2	0	1.34	0.6700
Community /economic growth	0	0	0	0.00	0.0000

Maintenance/renovation of facilities was third in importance for park boards and fourth in importance for park superintendents/employees. Based on the salience scores and the average salience, this issue appears to be equally important. Park employees gave an average score of 0.7700 and park board members gave a score of 0.7891. The data do not support the third hypothesis that park employees place more importance than park board members on the issue of facility maintenance/renovation. Both groups perceive of it as somewhat important. This finding should be interpreted with caution, because each group had a small sample size.

The next issue, capital projects, received few votes from members in either group. This suggests that for both park boards and park employees, facility maintenance/renovation is more of a pressing issue than capital projects. This supports the qualitative findings from the master plans. Authors of these plans noted that trying to renovate and maintain existing facilities takes priority over trying to build new facilities or pursue capital projects. They also mentioned, for example, that they didn't want to build new projects unless they could secure an ongoing maintenance budget for the project. Based results of the mail survey, capital projects were ranked higher by park board members than by park employees. However, these results should be interpreted with caution, because there was a very small sample responding in each group.

The last hypothesis dealt with political support, which relates to support of elected officials for parks and recreation. This issue was ranked higher among park board members than among park department employees. Park board members were more likely to rank it as a first place issue. The average salience scores for park boards versus park employees were 0.9175 versus 0.4433, respectively. There was some support for the fifth hypothesis, that park boards are more sensitive to issues related to

political support. For both groups, the number of responses to this issue was very small; therefore findings need to be interpreted with caution.

One additional finding is noteworthy based on the category labeled as “community/economic growth.” A small number of park department employees (11% of the respondents) noted this category as an important issue. In contrast, no park board members gave responses to Question 5 that were categorized under this issue.

7.3 Issues identified from a list provided in Survey Question 11

The next question to be addressed is Survey Question 11. This was a separate question in the survey in which respondents were to select the top three issues they face, from a specific list provided in the questionnaire. The list was generated by the Planning Advisory Committee for the 2005-2009 SCORP. This question was intended to provide a quantitative approach to asking about issues of importance and to allow respondents to rank items. In this way, it serves as a comparison to responses for the open-ended approach used in Question 5. Respondents were asked: “Please select the top three issues of importance to your park and recreation agency (rank 1st, 2nd, 3rd).” Data from Question 11 were analyzed by counting the frequency for each item receiving a first, second or third place vote. A salience score was calculated in the same way as in Question 5: a first place vote had a salience of 3/3 or 1; a second place vote was assigned a salience of 2/3; and a third place vote was 1/3. These scores were summed for each item to produce the salience score as shown in Table 13. The average salience score was calculated by taking the total salience divided by the number of responses per item, for a range between 0 and 1. Finally, the data were analyzed by their mean score, averaging first, second and third place votes. The data show that total salience and average scores offer different perspectives on issue importance. Some issues received many votes, but they were second or third place votes. This tended to raise the salience but lower the average score. The findings are shown in order of salience scores.

Staffing

The results suggest that the most important issue from the list provided was staffing. This complements findings from Question 5 of the survey (personnel was the third most important issue for all respondents), and findings from the master plans and interviews with the park superintendents. It seems that staffing is an important issue facing local providers. Some perspectives that were mentioned by managers are as follows: budget constraints prevent the hiring of staff; staffing is seasonal, with more in the summer; capital projects pay for buildings but not for personnel to staff them; and that the park agencies have staff enough for maintenance but not for programming.

Competition and participation

While staffing was the highest ranked issue in Survey Question 11, competition from other recreation providers and level of public participation were also ranked as salient issues (Table 13). These top three items received more first place votes than they did either second or third place votes. Competition was selected as an issue with 60 votes; while public participation received 66 votes. Note that in the open-ended responses of Question 5, competition from other recreational providers was not raised as an issue. Also, in Question 5, public participation was mentioned by only a few in their open-ended response. In contrast, the results of Question 11 suggest that competition with other providers and public participation are very important issues relative to others that local providers are facing. Some indication of these issues was given in the master plans. Authors of the plans (e. g., Pike County) listed the other local recreation providers which implied possible competition. These included churches, American Legion, and commercial campgrounds. The writers of the different master plans also discussed the desire to get the public more involved in parks and recreation. There was a particular lack of attendance at park board meetings. The Pike County plan mentioned the need for more help from the media to try to advertise and improve attendance.

Programs and facilities

For Question 11, the number of programs offered and amount of facilities available were next in importance according to their total salience scores. They received more second place votes than first place votes which lowered their salience scores relative to the top three issues. The issue labeled “number of programs offered” was chosen as a first, second, or third place issue for a total of 75 votes; while amount of facilities received 53 votes. One interpretation of these findings is that the concern over public participation (ranked highly) may relate to whether or not they have personnel to staff them (ranked highly), the number of programs that departments are able to provide (moderate ranking), and how large a demand exists for current facilities (moderate ranking). Comments in the master plans and findings from interviews with the four superintendents suggest that demand for recreation was growing faster than supply in their communities. This creates the need to build new parks in underserved neighborhoods, such as along the urban/rural fringe where new residential development is taking place. With these qualitative findings from the master plans and interviews, it is somewhat surprising that “land for recreation” ranked so low in Question 11 of the mail survey respondents. However, this could be based on the fact that it was lower relative to other items on the list, even if it is still important. Land acquisition was second in importance for Question 5 of the mail survey but ranked in tenth place for Question 11.

Communication issues

The item labeled as “communication issues” was ranked in sixth place and had a salience that was close to that for fifth place (36.01 and 37.36, respectively). Many respondents chose this item from the list – it received 55 votes and was clearly ahead of the 7th place item (“ADA compliance”) in terms of salience score (ADA compliance had a salience score of 21.00). Communication issues were intended to represent relationships between park staff and the park board, within the park agency itself, and between the park department and the community, as had been discussed by the Planning Advisory Committee in the planning stages of the project. Results in Table 13 suggest that communication issues were moderately important based on the salience score.

Additional issues in Question 11

Other issues in Table 13 included ADA compliance and perceived value of parks and recreation – two issues raised by the Planning Advisory Committee for the 2005-2009 SCORP during the creation of the survey questionnaire. ADA compliance was somewhat important, but it received more second and third place rankings than first place ones. Safety seemed to be of equal salience as ADA compliance, and both of these were lower on the list. Perceived value of parks and recreation earned 25 votes, and was less important than 8 of the other items. Two items were somewhat unimportant in Question 11, namely land for recreation and staff training. The last of these items might be interpreted as follows: staffing was the most important item from Survey Question 11; therefore if park systems do not have enough staff, then “staff training and development” is an irrelevant issue. Also, if budgets are limited, then staff development may be considered less important than other items such as facility renovation. Findings from Question 11 suggest that there are many issues being faced by local providers, which may relate to each other.

Table 13. Ranked issues based on a list provided to respondents (N = 182).

<i>Item</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>	<i>Total votes</i>	<i>Salience</i>	<i>Average salience</i>	<i>Average vote*</i>
Staffing	37	15	20	72	53.65	0.7451	1.76
Competition from other recreation providers	29	21	10	60	46.37	0.7728	1.68
Level of public participation	28	17	21	66	46.32	0.7018	1.89
Number of programs offered	17	27	31	75	45.32	0.6043	2.19
Amount of facilities available	19	21	13	53	37.36	0.7049	1.89
Communication issues	16	21	18	55	36.01	0.6547	2.04
ADA compliance	5	16	16	37	21.00	0.5676	2.30
Safety	9	11	12	32	20.33	0.6353	2.09
Perceived value of parks and recreation	4	10	11	25	14.33	0.5732	2.28
Land for recreation	2	6	9	17	8.99	0.5288	2.41
Staff training and development	3	4	5	12	7.33	0.6108	2.17

* 1 = first place; 2 = second place; and 3 = third place; therefore, average vote shows how close the item generally was to one of these rankings.

7.4 Comparing park board members and park employees

Items ranked in Survey Question 11 were compared for park board members and park employees to see if differences exist. As noted previously, the six issues ranked as most important across all respondents were: 1) staffing, 2) competition from other recreation providers, 3) level of public participation, 4) number of programs offered, 5) amount of facilities available, and 6) communication issues. Park board members and park employees were compared on these issues as well as other issues in Survey Question 11.

Park department employees showed a slightly different ranking than when items were examined for all respondents. Staffing was first in salience, similar to its ranking with all respondents. Level of public participation and competition from other providers were second and third, respectively; however their salience scores were very similar (rounding to 31 and 30). The interpretation is that these issues are somewhat equal in the minds of departmental employees. Number of programs offered was ranked fourth in salience. Communication issues was the category ranked fifth, ahead of facilities available, ranked sixth. These results and remaining items are shown in Table 14.

Results from park board respondents were analyzed and reported in Table 15. Park board members showed a different arrangement of issues. The most salient issue was “number of programs offered.” This was the top issue for park boards but was the fourth issue for park employees. Park boards ranked “communication issues” and “staffing” next, with similar salience (rounding to 14 for each item). Park boards ranked communication issues higher than park employees but they ranked staffing lower. Staffing received 50 votes from park employees, but only 19 votes from park board members. Competition was ranked third for park employees and fourth for park board members, but their average salience scores were similar (0.7526 and 0.7659). Amount of facilities available was somewhat more important to park board members than park employees, with average salience scores of 0.7459 and 0.6311 respectively. Level of public participation was less important to park boards, ranked sixth; under park employees it was ranked second. Both groups had similar items with low salience rankings: ADA compliance, safety, land for recreation, perceived value of parks and recreation, and staff training and development. In summary, park employees and park board members differed in their relative rankings of the following issues: staffing, number of programs offered, communication issues, level of public participation, and amount of facilities available. This suggests that park superintendents and their park boards may perceive of these issues and prioritize them differently.

Table 14. Ranked issues by park employees based on a list provided in the survey (N = 103).

<i>Item</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>	<i>Total votes</i>	<i>Salience</i>	<i>Average salience</i>	<i>Average vote*</i>
Staffing	27	11	12	50	38.33	0.7666	1.70
Level of public participation	18	13	14	45	31.33	0.6962	1.91
Competition from other recreation providers	18	13	8	39	29.35	0.7526	1.74
Number of programs offered	8	13	10	31	20.01	0.6455	2.06
Communication issues	8	11	12	31	19.33	0.6235	2.13
Amount of facilities available	7	11	10	28	17.67	0.6311	2.11
Safety	5	7	7	19	12.00	0.6316	2.11
Perceived value of parks and recreation	3	8	9	20	11.33	0.5665	2.30
ADA compliance	3	7	7	17	10.00	0.5882	2.24
Land for recreation	1	2	6	9	4.32	0.4800	2.56
Staff training and development	1	3	3	7	4.00	0.5714	2.29

* 1 = first place; 2 = second place; and 3 = third place; therefore, average vote shows how close the item generally was to one of these rankings.

Table 15. Ranked issues by park board members based on a list provided in the survey (N = 103).

<i>Item</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>	<i>Total votes</i>	<i>Salience</i>	<i>Average salience</i>	<i>Average vote*</i>
Number of programs offered	9	12	15	36	21.99	0.6108	2.17
Communication issues	7	8	5	20	14.01	0.7005	1.90
Staffing	10	3	6	19	13.99	0.7363	1.79
Competition from other recreation providers	7	8	2	17	13.02	0.7659	1.71
Amount of facilities available	7	7	3	17	12.68	0.7459	1.76
Level of public participation	9	2	7	18	12.65	0.7028	1.89
ADA compliance	1	7	9	17	8.66	0.5094	2.47
Safety	4	3	3	10	7.00	0.7000	1.90
Land for recreation	1	4	3	8	4.67	0.5838	2.25
Perceived value of parks and recreation	1	2	1	4	2.67	0.6675	2.00
Staff training and development	1	1	1	3	2.00	0.6667	2.00

* 1 = first place; 2 = second place; and 3 = third place; therefore, average vote shows how close the item generally was to one of these rankings.

8.0 Capital projects vs. facility maintenance

In the interviews with four superintendents, an issue emerged regarding capital projects and facility maintenance. The superintendents expressed the fact that they have long-range planning, which relates to capital projects and land acquisition goals, and short-range planning, which relates to facility maintenance and often renovation. Short-range planning also relates to budgets, e.g., the superintendent must create fiscal goals for half of the calendar year (January – June) and seek park board approval. Long-range planning for capital projects involves budgetary considerations, e.g., with one interviewee, a new park planned for the future may require posting a bond and other funding issues. Thus, goals can be both short-term and long-term. This relates to facilities; there is seasonal variation in their use and often short-term goals for their maintenance. Certain tasks have to be accomplished within a short time, e.g., preparing facilities for the summer season. For other longer-term goals, life-cycle planning of the facility is important, e.g., replacing a roof on a shelter every few years (Kraus and Curtis, 2000). Among the interviewees, facility maintenance was more of an immediate need, while capital projects were associated with more of a long-range vision among the park superintendents.

Based on a content analysis of local master plans, it appeared that facility renovation was a more pressing issue than the need for capital projects. One example is provided from Evansville, Indiana.

Authors of the master plan wrote that current facilities and programs need to be adequately maintained before new ones are added. They then noted that if new programs/facilities are added, their budgets must include funding for long-term viability.

However, the master plans also contained discussion about the need for some capital projects. Communities sought to build trail networks, create new sport fields, add fishing piers and water access, and develop new parks near residential developments. In the mail survey, both capital projects and facility renovation/refurbishment were addressed. Survey questions 9 and 10 addressed these issues in the mail questionnaire. The most frequent responses are presented in the tables that follow.

8.1 Capital projects

More than half of respondents are pursuing playgrounds, trails, and land acquisition in the future, suggesting that capital projects are continuing. This is consistent with the literature: according to Crompton and Kaczynski (2003), money for capital projects by local governments across the U.S. grew by 58% from the early 1990s to 2000. It appears from the Indiana data that capital projects continue to be important to local providers. The top capital projects chosen by 30% of respondents or more are reported in Table 16. Additional data on capital projects are provided in the Appendix, Tables 16b and 16c.

Some of the capital projects being pursued represent traditional uses of parks and recreation, e.g., playgrounds and picnic areas. Trail development projects are also somewhat popular, which is consistent with findings from the master plans and discussions with the superintendents interviewed for the project. Buildings and parking lots represent support facilities for parks and recreation. Other capital projects seem to be in response to more recent trends, i.e., skateparks. Thus, several types of capital projects are proposed for the next five years.

Table 16. Respondents indicating top capital projects planned in the next five years (N = 182).

<i>Capital Projects</i>	<i>Frequency</i>	<i>Percent of Respondents</i>
Playgrounds	105	58%
Multi-use trail	98	54%
Land acquisition	93	51%
Parking Lot	90	50%
Other Buildings (restrooms, concession stand, nature center)	89	49%
Garden or picnic area	74	44%
Shelter House	77	43%
Soccer field/athletic field	63	35%
Nature/interpretive trail	59	33%
Lighting System	56	31%
Skatepark	55	30%

8.2 Facility renovation

Even though respondents need to pursue capital projects, they also need to renovate existing facilities. Many authors of the five-year master plans suggested that facility renovation is particularly challenging during an era of fiscal constraints, but is nonetheless needed. The top categories for facility renovation from the mail survey data are shown in Table 17. Projects are recorded if 20% or more of respondents selected them. They range from infrastructure items, such as buildings, lighting systems and parking lots, to sports facilities, such as baseball fields and tennis courts. Playgrounds were selected as the top capital project and also as the facility needing the most renovation. All other responses are shown in the Appendix, Table 17b.

Table 17. Respondents indicating facility renovation projects planned in the next five years (N = 182).

<i>Renovation Projects</i>	<i>Frequency</i>	<i>Percent of Respondents</i>
Playgrounds	90	50%
Parking Lots	87	48%
Other buildings (restrooms, concession stand, nature center)	73	40%
Shelter houses	67	37%
Tennis Courts	64	35%
Baseball Diamonds	62	34%
Swimming Pool	48	27%
Basketball/Volleyball Courts	56	31%
Lighting System	47	26%
Picnic Areas/Gardens	40	22%

9.0 Budgets and Related Issues

Budgets were discussed in the master plans and among the interviewed park superintendents. The writers of the master plans discussed budgets directly or implied budgets were a pressing concern by addressing budget-related issues. Declining budgets related to funding alternatives, such as partnering with other organizations to provide programs and facilities. Other alternatives included “Friends of the Parks” or parks foundation initiatives. With decreased budgets, local providers are seeking creative and innovative ways to deal with the challenge. For example, Shishewana is seeking donations and fundraising activities as well as a new 1% sales tax for park and recreation appropriation. Local providers are uncertain about the future. In Monroe County, for example, the county has a limited budget and there are other demands for those monies. With uncertainty in budgets, they express an accompanying uncertainty about planning for the future of parks and recreation.

One way to address budget cuts is to increase revenues. To do so, local providers are pursuing marketing strategies. Marketing relates to public relations campaigns and the establishment of an identity, so that members of the local community can become more aware of the services and programs provided. According to Hunt, Scott, and Richardson (2003) this is referred to as positioning of the park and recreation agency to be more effective in the community. In other words, “position refers to the place that parks and recreation occupies in the minds of elected officials, decision makers, and citizens relative to other services that compete for tax dollars” (p. 2).

In some master plans, writers discussed pursuing marketing goals through more advertising. They planned to use signs, flyers, and other materials. For other departments, developing a marketing image meant plans to create a web site in the near future. As another example, marketing meant designing a unified signage program and naming of all parks. Some authors felt that there was a lack of awareness about what the park department had to offer. Marketing strategies would be a way to address that issue. In public surveys of Burns Harbor for example, people suggested that the park system should advertise more than it currently does.

The writers of the master plans, e.g., Michigan City, discussed long-term priorities and short-term priorities. The superintendents interviewed for the project often framed issues in a similar way. They explained that they have short-term and long-term goals, which include budget goals that are a part of their planning and management. As mentioned by one superintendent, he deals with budget goals for six months, in reporting to the park board. But he also plans budget goals for longer-term.

For the mail survey, respondents gave their 2003 legally appropriated budget for parks and recreation. This question had a high response rate of 84%. Respondents were grouped into budget categories as shown in Table 18. Individual responses are shown in the Appendix, Table 18b.

Table 18. Budget categories and respondents in each group.

<i>Budget</i>	<i>Frequency</i>	<i>Percent of Respondents</i>
\$50,000 or less	29	15.9
\$50,001-\$100,000	15	8.2
\$100,001-\$500,000	42	23.1
\$500,001-\$1,000,000	24	13.2
\$1,000,001-\$2,000,000	21	11.5
\$2,000,001 or above	22	12.1
No data given	29	15.9
Total	182	100.0

9.1 Budgets by respondent type

Budgets were compared by respondent type in the mail survey. The hypothesis to be tested was whether or not park board members, tending to represent smaller communities, would have smaller budgets than park department employees, who were more likely to represent larger communities. The findings suggest that this is indeed the case. Park board respondents have smaller budgets than park employee respondents. For example, 43.8% of park board members reported budgets of \$50,000 or less,

while only 2.2% of park employees reported this budget amount. In contrast, only 6.3% of park board members had budgets over \$1 million, while more than 40% of park employee respondents had budgets this large.

Table 19. Budget responses by park employees vs. park board members.

<i>Budget Categories</i>	<i>Park department employees (%)</i>	<i>Park board members (%)</i>
\$50,000 or less	2 (2.2)	21 (43.8)
\$50,001-\$100,000	4 (4.4)	10 (20.8)
\$100,001-\$500,000	27 (29.7)	11 (22.9)
\$500,001-\$1,000,000	21 (23.1)	3 (6.3)
\$1,000,001-\$2,000,000	18 (19.8)	2 (4.2)
\$2,000,001 or above	19 (20.9)	1 (2.1)
Total	91 (100.0)	48 (100.0)

10.0 Responding to budget cuts

One of the questions in the survey asked respondents to indicate how they respond when budget cuts are inevitable. They were given a list of possible responses and asked to choose which projects/programs are the first to be eliminated. Cutting back on capital projects was the most popular response when budget cuts are inevitable (Figure 1). The second and third most likely approaches were hiring fewer staff and discontinuing programs.

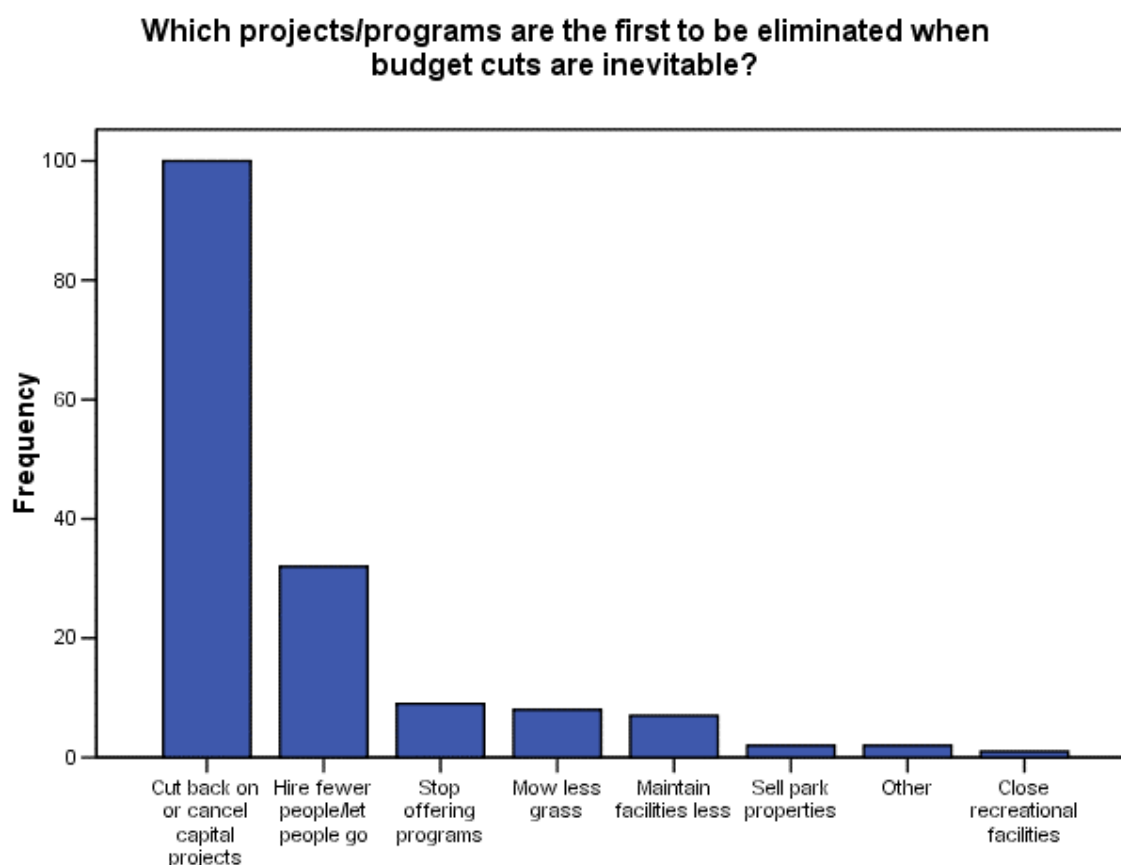


Figure 1. Responses to budget cuts.

The item “responding to budget cuts” was also analyzed by community size. The findings in Table 20 suggest that cutting back on capital projects was the favored response across communities of different sizes. However it was given the most weight (80%) by respondents from towns in the 5,000-9,999 population range. The other communities had additional options, for example, hiring fewer people/letting people go. Mowing less grass was a more popular option among the smallest communities, with 4,999 or less in population. On the other hand, the larger communities were more likely to stop offering programs in response to budget cuts. Few selected the option of “selling park properties,” however this was mentioned in the master plans studied for the project.

Table 20. How communities of different sizes respond to budget cuts.

<i>Response</i>	<i>What is the approximate size of the population served by the park department with which you work?</i>					<i>Row total</i>
	<i>4,999 or less (%)</i>	<i>5,000-9,999 (%)</i>	<i>10,000-49,999 (%)</i>	<i>50,000-149,999 (%)</i>	<i>150,000 or more (%)</i>	
Cut back/cancel capital projects	17 (45.9)	16 (80.0)	41 (68.3)	13 (61.9%)	5 (62.5)	92
Mow less grass	5 (13.5)	1 (5.0)	1 (1.7)	0 (0.0)	0 (0.0)	7
Hire fewer people/let people go	8 (21.6)	3 (15.0)	12 (20.0)	4 (19.0)	1 (12.5)	28
Stop offering programs	2 (5.4)	0 (0.0)	3 (5.0)	3 (14.3)	1 (12.5)	9
Maintain facilities less	3 (8.1)	0 (0.0)	2 (3.3)	1 (4.8)	0 (0.0)	6
Close recreational facilities	1 (2.7)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1
Sell park properties	0 (0.0)	0 (0.0)	1 (1.7)	0 (0.0)	1 (12.5)	2
Other	1 (2.7)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1
Column total	37	20	60	21	8	146

10.1 Marketing Strategies

With budget cuts as an ongoing reality, local providers are seeking to increase revenue from users. To attract more users, they need marketing strategies. This was a need identified in the local master plans. An example is provided from North Vernon City in Jennings County. The master plan contained several examples of their desire for marketing strategies: they wanted to develop a display to advertise programs, a web page to allow posting of schedules for sport leagues, and also an online format for questions and answers. Another example was Rising Sun, of Ohio County. They sought to develop communication brochures of parks and programs and to distribute these through schools and as a newspaper pull-out section. Sometimes communities market themselves using famous people or events from their communities. In Fairmount, Indiana, James Dean is the identity they seek to market to promote their annual festival. Huntingburg could be marketed as having the movie “A League of Their Own” filmed there. The Evansville plan also claimed to a stake in the same movie, filmed at Bosse Field. The writers of the Evansville plan had additional examples – they were debating whether to create a

marketing staff position; they wanted to have consistent, unified signage and use a park and recreation logo; they sought to work with the convention and visitors bureau; and finally they had a vision of a “City within a Park” which could serve to help their marketing campaign. As a final example, public opinion in Crawford County supported more marketing efforts: nearly 57% percent of respondents think that it is difficult to learn about recreational opportunities and programs within the county. They suggested that the park board use newspapers, flyers and a newsletter to inform persons about recreational opportunities.

We designed a survey question to ask about local marketing efforts. Survey respondents were asked: “How does the park department promote its programs/services? (Check all that apply).” Local park and recreation providers selected from a list of approaches. Based on the data in Table 21, the top approaches appear to be printed media such as newspapers, signs, and flyers – more than 60% of local providers are pursuing these techniques. Other strategies were less popular, yet approximately 45% are pursuing web sites, radio broadcasts, and logos. Less than a third of local providers use direct mail or television. Overall, the most popular marketing strategies are broad-based, printed materials.

As an additional analysis, a sum was calculated across the nine possible marketing strategies. Then the marketing scores were compared by community size (Table 22). The analysis revealed that larger communities use a greater diversity of marketing approaches, while smaller communities tend to rely on fewer marketing strategies.

Table 21. Marketing strategies used to promote programs and services.

<i>Marketing Strategy</i>	<i>Frequency</i>	<i>Percent of respondents</i>
Newspapers	158	82%
Informational Signs	131	69%
Pamphlets or Flyers	119	63%
Web site	84	46%
Radio	82	45%
Park and Recreation Logo	82	45%
Direct Mail	58	32%
Newsletter	49	27%
Television	40	22%
Other	27	15%

Table 22. Number of marketing strategies used compared by community size.

<i>Number of marketing strategies used</i>	<i>What is the approximate size of the population served by the park department with which you work?</i>					<i>Row total</i>
	<i>4,999 or less (%)</i>	<i>5,000-9,999 (%)</i>	<i>10,000-49,999 (%)</i>	<i>50,000-149,999 (%)</i>	<i>150,000 or more (%)</i>	
0	6 (13.0)	1 (3.7)	1 (1.4)	0 (0.0)	0 (0.0)	8
1	12 (26.1)	1 (3.7)	4 (5.6)	0 (0.0)	0 (0.0)	17
2	14 (30.4)	8 (29.6)	6 (8.3)	0 (0.0)	0 (0.0)	28
3	9 (19.6)	7 (25.9)	7 (9.7)	1 (3.8)	0 (0.0)	24
4	3 (6.5)	2 (7.4)	10 (13.9)	3 (11.5)	1 (10.0)	19
5	1 (2.2)	2 (7.4)	14 (19.4)	4 (15.4)	0 (0.0)	21
6	0 (0.0)	5 (18.5)	13 (18.1)	5 (19.2)	1 (10.0)	24
7	1 (2.2)	1 (3.7)	9 (12.5)	4 (15.4)	1 (10.0)	16
8	0 (0.0)	0 (0.0)	6 (8.3)	5 (19.2)	2 (20.0)	13
9	0 (0.0)	0 (0.0)	2 (2.8)	4 (15.4)	5 (50.0)	11
Column Total	46	27	72	26	10	181

10.2 Alternative funding strategies

Respondents selected from a list of alternative funding strategies to indicate what they are pursuing for the future. The need for alternative funding relates to the importance of budget/funding issues noted in earlier questions of the survey. Findings on alternative funding strategies are shown in Table 23. The most popular were grants and donations.

Table 23. Alternative funding strategies being pursued for the future.

<i>Funding Strategies</i>	<i>Frequency of Respondents</i>	<i>Percent of Respondents</i>
Grants	159	88%
Donations	130	72%
Fees	84	47%
Sponsorships	68	38%
Public-Private Partnerships	66	36%
Fundraising	63	35%
Park Foundation	58	32%
Taxes	56	31%
Friends of Parks Groups	54	30%

10.3 Partnerships

A third of the mail survey respondents noted that they were pursuing public-private partnerships as an alternative funding strategy as shown in Table 23 above. Partnerships were also discussed in the local master plans. For example, in the town of Albion in Noble County, the school corporation and the park board work together, e.g., they plan summer use of school property for community recreation. The Albion park board also wrote about their desire to work with local and state government and the private sector to have park and recreation be assets for economic and community development. They seek other partners – they want to work with a nearby hospital (McCray Hospital) and local running clubs to plan trails for their community.

Other writers of the master plans discussed the need for partnerships. For example, two of the goals in Anderson's plan were to coordinate with other community sectors and to integrate with other public services. Another example from the master plans is Pike County Park and Recreation Board, who lease a 90-acre reservoir from the Prides Creek Conservancy District. The reservoir and adjacent land provide 230 acres with swimming, sports courts, and modern and primitive camping. This also relates to results obtained from the interviews. One of the superintendents interviewed for the project has a lease agreement with the local drinking water company for use of the company-owned reservoir for local parks and recreation. He also has an assistant superintendent with specific responsibilities of managing recreation at the reservoir.

Local park and recreation providers look to partnerships as a strategy in their community relations campaigns (Kraus and Curtis, 2003). With partnering, they can share land, facilities, and/or programming

with other local stakeholder groups. For example, park systems may partner with school districts in managing sports fields and programming for youth. Partners can include other units of government, non-profit groups, and the private sector (Avrasin & Roberts, 2004a). Partners for parks and recreation may decide to purchase land together, for example to provide shared athletic fields to schools and community residents. They may also form joint advisory boards or committees for scheduling programs (Avrasin & Roberts, 2004b). The key factors are shared vision, mutual responsibilities and rewards for the parties involved (Korfhage, 2003).

Respondents to the mail survey indicated how frequently they partner with other local groups to provide recreation. Based on a list of local organizations, respondents noted whether they worked with these groups frequently (code = 1), occasionally (code = 2), or not at all (code = 3). A mean score was added to help illustrate relative rank – a lower mean score indicates that they are more likely to partner with that group. The following table highlights the responses (Table 24). For each item, a sample size is noted.

Table 24. Responses to the question – “Does the park department coordinate with any of these local groups to provide recreation?”

<i>Item and number of respondents</i>	<i>Yes, frequently (%)</i>	<i>Occasionally (%)</i>	<i>No, not at all (%)</i>	<i>Mean Score</i>
Clubs and Organizations, e.g., Little League (N = 173)	59.0	34.7	6.4	1.47
Local Schools (N = 177)	46.9	43.5	9.6	1.63
Volunteer Groups (N = 171)	41.5	54.4	4.1	1.63
Civic Organizations (N = 169)	33.1	60.9	5.9	1.73
Other Units of Government (N = 168)	28.0	47.6	24.4	1.96
Special Interest Groups (N = 167)	19.2	52.7	28.1	2.09
Non-profit Recreation Providers, e.g., YMCA (N = 165)	19.4	43.0	37.6	2.18
Private Industry (N = 167)	10.2	56.9	32.9	2.23
Conventions-Visitors Bureau (N = 166)	17.5	39.8	42.8	2.25
Neighborhood Associations (N = 159)	10.1	37.1	52.8	2.43
Health Care Providers (N = 164)	6.1	43.9	50.0	2.44
Commercial Recreation Providers (N = 164)	5.5	40.9	53.7	2.48

Based on the results in Table 24, partnerships are most likely with clubs/organizations such as Little League. The next most likely partnerships are with local school corporations and volunteer groups. Also popular are partnerships with civic organizations. Partnerships were the least likely with commercial recreation and health care providers; however some of these partnerships do exist.

Partnerships were examined by community size. The purpose was to determine if communities of different sizes varied in how often they formed partnerships with other local groups. There was a difference in partnering across communities of different sizes. The larger communities seemed to partner more with organizations like local schools (Table 25). Partnering with volunteers also increased with community size (Table 26). In addition, larger communities were more likely to partner with commercial recreation providers and private industry, the non-profit sector, such as the YMCA, the conventions and visitors bureaus, and other units of government. This same pattern was observed with neighborhood associations, special interest groups, and health care providers. In general, larger communities were more likely to establish partnerships for recreation provision.

Table 25. Size of population compared to tendency for partnering with schools.

		<i>What is the approximate size of the population served by the park department with which you work?</i>					Total for row
		4,999 or less	5,000-9,999	10,000-49,999	50,000-149,999	150,000 or more	
<i>Does the park department coordinate with local schools?</i>	Yes, frequently	29.5%	53.8%	47.9%	50.0%	90.0%	46.9%
	Occasionally	50.0%	34.6%	46.5%	46.2%	10.0%	43.5%
	No, not at all	20.5%	11.5%	5.6%	3.8%	0.0%	9.6%
Total for column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square probability < 0.05.

Table 26. Size of population compared to tendency for partnering with volunteer groups.

		<i>What is the approximate size of the population served by the park department with which you work?</i>					Total for row
		4,999 or less	5,000-9,999	10,000-49,999	50,000-149,999	150,000 or more	
<i>Does the park department coordinate with volunteer groups?</i>	Yes, frequently	29.3%	30.8%	40.0%	58.3%	90.0%	41.5%
	Occasionally	63.4%	65.4%	55.7%	41.7%	10.0%	54.4%
	No, not at all	7.3%	3.8%	4.3%	0.0%	0.0%	4.1%
Total for column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square probability < 0.05.

For two items from the categories, partnerships did not vary across communities. Community size did not seem to affect partnering with civic organizations (Table 27). Also, partnering with Little League showed similar percentages across communities of different sizes (Table 28). For both of these cases, the Chi-Square test did not detect significant differences across communities.

Table 27. Size of population compared to tendency for partnering with civic organizations.

		<i>What is the approximate size of the population served by the park department with which you work?</i>					Total for row
		4,999 or less	5,000-9,999	10,000-49,999	50,000-149,999	150,000 or more	
<i>Does the park department coordinate with civic organizations?</i>	Yes, frequently	30.8%	38.5%	32.4%	26.1%	50.0%	33.1%
	Occasionally	56.4%	53.8%	63.4%	73.9%	50.0%	60.9%
	No, not at all	12.8%	7.7%	4.2%	0.0%	0.0%	5.9%
Total for column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square probability > 0.05.

Table 28. Size of population compared to partnering with clubs and organizations, e.g., Little League.

		<i>What is the approximate size of the population served by the park department with which you work?</i>					Total for row
		4,999 or less	5,000- 9,999	10,000- 49,999	50,000- 149,999	150,000 or more	
<i>Does the park department coordinate with clubs and organizations, e.g., Little League?</i>	Yes, frequently	54.8%	60.0%	62.0%	52.0%	70.0%	59.0%
	Occasionally	23.8%	40.0%	35.2%	48.0%	30.0%	34.7%
	No, not at all	21.4%	0.0%	2.8%	0.0%	0.0%	6.4%
Total for column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square probability > 0.05.

11.0 Target audiences

In addition to partnering with other local providers, park and recreation leaders need to communicate with their constituencies for whom they provide recreational opportunities. They seek to reach out to residents and establish good community relations (Kraus and Curtis, 2000). For example, the superintendents interviewed for the project were trying to address underserved neighborhoods, and to target land acquisition in these areas where parks do not already exist. Writers of the local master plans and superintendent interviewees also mentioned other target groups in their communities; e.g., senior citizens and youth were frequently discussed. Racial groups were sometimes discussed; for example, recreation providers in the city of Ligonier seek to serve all citizens; however, responding to the increasing Hispanic population is a challenge for the park board. As another example, writers of the Brown County master plan noted that they have overlooked residents in favor of tourists, and they seek to remedy that situation. In Brown County, there was also a perception that people under 18 had the greatest recreational needs. As a third example, public input from the Bloomington master plan emphasized that the greatest need was for facilities for youth/children; in addition, the public felt that more than half of the funding (60%) for youth programming should come from taxes. Citizens of Bloomington were very concerned about youth-at-risk in their community.

In the Dubois County plan, there was concern expressed for several target audiences. Children and teenagers were mentioned by county leaders and by towns represented in this regional plan (Birdseye,

Ferdinand, Holland, Huntingburg, and Jasper). At the same time, the Dubois county plan mentioned that persons without families were less aware of opportunities, while families were more aware of programs,. This implied that they would like to attract more singles and households without children as users of parks. The Dubois County plan focused heavily on serving persons with disabilities. They were seeking input from this population on future developments of parks. Facilities that needed addressed were trails, picnic tables and grills (cantilevered or lowered styles, respectively), pool lockers, beach access, handicapped parking and telephones, and accessible restrooms. These are examples of target markets discussed in the master plans. While some communities identified specific target markets, other plans indicated that local recreation providers sought to serve all citizens, i.e., they don't target a particular group.

Based on findings from the qualitative research of master plans, a question was created for the mail survey to learn more about how local providers deal with different groups in their communities. Mail survey respondents were asked through an open-ended question to discuss the target audiences that may exist in their communities, and who are a priority for park and recreation providers. The question was worded as follows: "Are there any groups of people in your community that are a priority or main focus for the park and recreation department (e.g., age groups, persons with disabilities, socioeconomic groups, racial or ethnic groups, etc.)?" They were given three spaces on the survey with which to list target groups. Respondent data were analyzed by which responses were listed first, second, and third, and also by frequency. Responses were regrouped into broader categories wherever possible. Salience was calculated for each target group category as follows: a first place vote had a salience of 3/3 or 1; a second place vote was assigned a salience of 2/3 or 0.67; and a third place vote was 1/3 or 0.33. These scores were summed for each category to produce the salience score. The responses by frequency are shown in Table 29 for the top groups mentioned. Individual responses are shown in the Appendix, Tables 29b and 29c. The findings reveal that many respondents feel that they serve all citizens and don't target. If communities do target, the most popular response was to target youth/children, followed by senior citizens. These findings are very similar to the findings from the master plans. Other top target audiences included families and persons with disabilities.

Table 29. Frequency of target audiences listed by mail survey respondents.

<i>Target audiences</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>	<i>Salience</i>
youth/children	56	7	5	62.34
all citizens/we don't target	41	N/A	N/A	41.00
senior citizens	8	18	8	22.70
families	7	7	6	13.67
persons with disabilities	8	7	2	13.35
all age groups	5	4	2	8.34
teens	4	3	2	6.67
racial/ethnic groups (e.g. Hispanics)	2	5	2	6.01
socioeconomic groups	4	1	1	5.00
walkers/hikers	2	2	0	3.34
adults	0	4	2	3.34

Comparing respondents for target group identification

Departmental employees who responded to the survey were compared to park board members to determine if they perceived of target audiences differently. A hypothesis to be tested is that park employees would be aware of more diverse target audiences, because they work with community members more closely on a day-to-day basis compared to park board members. Findings from park employees are provided in Table 30; while Table 31 shows the data from board members. To control for different sub-sample sizes, the average salience was calculated by dividing total salience by number of responses for each row.

The first way to examine the data is by relative rank. For each subgroup, we can examine which target audiences were the most salient relative to others. For both departmental employees and park board members, youth served as the primary target audience, followed by the response “we serve all citizens and don't target,” which was followed by senior citizens in third place. The fourth place target audience differed for employees versus park boards: Park employees identified families as the fourth target group. For park board members, “all age groups” were fourth in importance. Employees and board members differed in other ways. Park employees identified a greater diversity of target audiences than park board members did. This is shown in the separate lists of Tables 30 and 31. For example, teens, socioeconomic groups, and racial/ethnic groups were mentioned by park employees but not mentioned by park boards. This supported the hypothesis that park employees are likely to identify a greater diversity of target groups.

Table 30. Target audiences identified by departmental employees (N = 103).

<i>Target audience</i>	<i>1st Place</i>	<i>2nd Place</i>	<i>3rd Place</i>	<i>Total salience</i>	<i>Average salience</i>
Youth/children	30	3	2	32.67	0.9334
All citizens/we don't target	26	0	0	26.00	1.0000
Senior citizens	4	11	8	14.01	0.6091
Families	7	4	3	10.67	0.7621
Persons with disabilities	3	6	0	7.02	0.7800
Teens	4	3	2	6.67	0.7411
Racial/ethnic groups (e.g. Hispanics)	2	4	2	5.34	0.6675
Socioeconomic groups	3	1	1	4.00	0.8000
All age groups	1	2	2	3.00	0.6000
Adults	0	3	1	2.34	0.5850
Walkers/hikers	2	0	0	2.00	1.0000

Table 31. Target audiences identified by park board members (N = 62).

<i>Target audience</i>	<i>1st Place</i>	<i>2nd Place</i>	<i>3rd Place</i>	<i>Total salience</i>	<i>Average salience</i>
Youth/children	19	4	1	22.01	0.9171
All citizens/we don't target	12	0	0	12.00	1.0000
Senior citizens	3	6	0	7.02	0.7800
All age groups	4	1	0	4.67	0.9340
Persons with disabilities	3	1	0	3.67	0.9175
Families	0	2	3	2.33	0.4660
Teens	0	0	0	0.00	0.0000
Socioeconomic groups	0	0	0	0.00	0.0000
Racial/ethnic groups (e.g. Hispanics)	0	0	0	0.00	0.0000
Walkers/hikers	0	0	0	0.00	0.0000
Adults	0	0	0	0.00	0.0000

12. Attitudes about parks and recreation

In the last question of the mail survey, respondents were asked to indicate their agreement with a list of 14 statements that related to parks and recreation and issues in their communities. For each item, they selected a response from a Likert-scale (strongly agree, agree, neither agree nor disagree, disagree,

and strongly disagree). Categories were collapsed for presenting data in Table 32, using agree, disagree, and neither agree nor disagree. Percentages for all of the five response categories are found in the Appendix, Table 32b. With this question, we sought to understand their perceptions of local recreation provision in their communities and the relationships involved. For example, park staff members have working relationships with the park boards, and in turn, the park boards cooperate with town council, county commissioners, or the mayor, i.e., elected leaders. Local recreation providers consider how best to position parks and recreation in the minds of local citizens, relative to other public services; therefore perceptions of members of the community are important (Hunt, Scott, & Richardson, 2003). Respondents were asked to think about local impacts of parks and recreation on their communities as well as the role of local recreation provision across the state as a whole. In reporting results, items were placed in order of highest agreement to lowest agreement.

Specific highlights from Table 32 are now discussed. One of the most noticeable results was the agreement among all respondents that their park board members see outdoor recreation as contributing to the health of citizens and to economic well being (93% of respondents agreed in each case). Respondents generally felt that their park board members placed high value on parks and recreation, followed by community members (86% agreed that they value parks, while 72% agreed that they support spending for parks). This was followed by the town council members/political leaders in the community (71% agreed that town councils see economic benefits, while only 68% agreed that town council members see health benefits). In general, respondents felt that support for parks and recreation from highest to lowest was with park boards, community members, and then town council/county commissioners. One possible interpretation of these results is that political leaders may be harder to convince of the value of parks and recreation compared to the community at large.

Community issues

There were additional items that addressed community issues. For example, 80% agreed that ADA compliance was an issue of concern, implying that it is an ongoing item to be addressed. A majority of respondents (74%) agreed that their agency regularly markets to the public; on the other hand, one-fourth of respondents disagreed or were neutral on the issue, suggesting that marketing is an area that has not been addressed by some local providers. Slightly more than 70% agreed that volunteer coordination was a challenge. More than 70% agreed that their park system responds well to community needs and attracts people to the community. An interesting pattern however was that they were less likely to agree that parks and recreation keeps people in their communities (only 50% agreed) and had even less agreement with the idea that parks keep residents in the state as a whole (only 39% agreed with this statement). Also, these last two items had the most neutral responses. Finally, only a slight majority

would agree that demand is growing faster than supply; and for this item, 30% of respondents neither agreed nor disagreed.

Respondents' answers suggested some patterns within their local communities. It seems that community residents value parks and recreation in general, but are less likely to support spending for parks and recreation. Respondents were somewhat positive about parks and recreation as a quality of life amenity in their communities. A curious finding was that they were more likely to say that parks attract new residents but less likely to say that parks keep residents there. Overall, respondents tended to express more agreement and less disagreement with all of the items listed in this question of the survey.

Table 32. Respondents' level of agreement or disagreement with statements about parks and recreation.

<i>Item</i>	<i>Agree (%)</i>	<i>Neither agree nor disagree (%)</i>	<i>Disagree (%)</i>
My park board members see outdoor recreation as essential to the economic health of my community.	93.3	3.9	2.8
My park board members see outdoor recreation as contributing to the overall health of the citizens in this community.	92.7	5.6	1.7
Recreation is perceived as valuable to people in my community.	85.5	12.3	2.2
Bringing facilities into ADA compliance is a concern for my agency.	79.8	15.7	4.5
My agency regularly markets/promotes facilities and programs to the community.	73.7	14.0	12.3
Coordinating volunteers for parks and recreation in our community is a challenge.	72.6	19.0	8.4
My park department does very well responding to the recreational needs of my community.	72.6	18.4	8.9
People in my community support spending for parks and recreation.	71.7	20.6	7.8
My park and recreation system helps to attract people into my community.	71.5	20.1	8.4
Our town council members (or county commissioners) see outdoor recreation as essential to the economic health of my community.	70.5	15.9	13.6
Our town council members (or county commissioners) see outdoor recreation as contributing to the overall health of the citizens in this community.	68.0	21.7	10.3
Demand for outdoor recreation is growing faster than we can develop recreational opportunities.	62.0	29.6	8.4
My park and recreation system is helping to keep residents here.	50.0	32.8	17.2
The park systems throughout the state are helping to keep residents in Indiana.	38.5	44.1	17.3

Park Boards vs. Employees

Perceptions on the items were compared for park employees versus board members (Table 33a-33c). Responses were grouped into three categories – agree, disagree, and neither agree nor disagree. Tests for the difference between groups were conducted using the Chi-Square statistic and an alpha level of 0.05. A notation of NS indicates that park employees did not differ from park board members in their perceptions. If a difference existed, a probability value was reported as $p < 0.05$ for that item.

Table 33a. Comparing employees and park board members by levels of agreement on local issues.

<i>Item</i>	<i>Response Group</i>	<i>Agree (%)</i>	<i>Neither agree nor disagree (%)</i>	<i>Disagree (%)</i>	<i>Test of significance</i>
My park board members see outdoor recreation as essential to the economic health of my community.	Employees	92.2	4.9	2.9	NS
	Park Board	93.3	3.3	3.3	
My park board members see outdoor recreation as contributing to the overall health of the citizens in this community.	Employees	90.2	7.8	2.0	NS
	Park Board	95.0	3.3	1.7	
Recreation is perceived as valuable to people in my community.	Employees	86.4	13.6	0.0	NS
	Park Board	83.3	13.3	3.3	
Bringing facilities into ADA compliance is a concern for my agency.	Employees	83.3	14.7	2.0	NS
	Park Board	71.7	18.3	10.0	

Table 33b. Comparing employees and park board members by levels of agreement on local issues.

<i>Item</i>	<i>Response Group</i>	<i>Agree (%)</i>	<i>Neither agree nor disagree (%)</i>	<i>Disagree (%)</i>	<i>Test of significance</i>
My agency regularly markets/promotes facilities and programs to the community.	Employees	84.5	8.7	6.8	p < 0.05
	Park Board	55.0	23.3	21.7	
Coordinating volunteers for parks and recreation in our community is a challenge.	Employees	74.8	16.5	8.7	NS
	Park Board	63.3	26.7	10.0	
My park department does very well responding to the recreational needs of my community.	Employees	78.6	17.5	3.9	p < 0.05
	Park Board	65.0	15.0	20.0	
People in my community support spending for parks and recreation.	Employees	70.9	20.4	8.7	NS
	Park Board	75.4	18.0	6.6	
My park and recreation system helps to attract people into my community.	Employees	79.6	13.6	6.8	p < 0.05
	Park Board	56.7	30.0	13.3	
Our town council members (or county commissioners) see outdoor recreation as essential to the economic health of my community.	Employees	70.7	14.1	15.2	NS
	Park Board	67.2	19.7	13.1	
Our town council members (or county commissioners) see outdoor recreation as contributing to the overall health of the citizens in this community.	Employees	66.7	22.2	11.1	NS
	Park Board	65.0	25.0	10.0	

Table 33c Comparing employees and park board members by levels of agreement on local issues.

<i>Item</i>	<i>Response Group</i>	<i>Agree (%)</i>	<i>Neither agree nor disagree (%)</i>	<i>Disagree (%)</i>	<i>Test of significance</i>
Demand for outdoor recreation is growing faster than we can develop recreational opportunities.	Employees	64.1	29.1	6.8	NS
	Park Board	58.3	30.0	11.7	
My park and recreation system is helping to keep residents here.	Employees	57.3	28.2	14.6	NS
	Park Board	41.0	34.4	24.6	
The park systems throughout the state are helping to keep residents in Indiana.	Employees	36.9	44.7	18.4	NS
	Park Board	43.3	36.7	20.0	

Similarities between employees and board members

Board members and park employees agreed on eleven of the fourteen items. For example, they had similar perceptions about their park boards, community residents, volunteers, and town council members, regarding support for parks and recreation. They perceived of demand for recreation in the same way. Both groups were more positive about the role of parks and recreation in their own communities, e.g., serving residents' needs and attracting new people to their communities; and they were both more neutral on the role of parks in keeping residents in Indiana in general.

Differences between employees and board members

Employees and park board respondents differed significantly on their levels of agreement with three of the statements from the survey question. The first was *marketing* – employee respondents were much more likely to agree that their agencies regularly market to their communities. Park boards had less agreement, more disagreement, and more neutral responses on the issue of marketing. This may relate to the fact that employee respondents tended to be from larger communities with more resources available for marketing, while park board respondents represented smaller communities, who likely have less marketing resources. It may also suggest, however, that employees and park boards view marketing differently.

Another difference between groups was on the following issue: *My park department does very well responding to the recreational needs of my community*. More than half of the respondents in both

groups agreed; however, departmental employees had stronger levels of agreement (79%) compared to park board members (65%). Park board members were more likely to disagree with this statement (20%) than were park employees (4%).

The third statement that showed a significant difference was perceptions on whether or not *park and recreation systems helped to attract people into my community*. Employees were more likely to agree with this idea (80% agreed), compared to board members (only 57% agreed). Park board members were also more likely to be neutral on this issue than park employees.

An additional item showed minor differences. Park employees were more likely to agree that volunteer coordination was a challenge (75% agreed). Park boards were less likely to agree (63%) and more likely to be neutral on the issue. Based on a chi-square statistic, the difference between employees and park board members was not statistically significant.

Detailed tables for employees and park boards

Detailed tables are now provided on four of the items, with the original five response categories reported. This is provided to add detail to the distinctions between park employees and park board members, and also because some information may have been lost in combining categories in the tables reported above. For example, responses varied to “Bringing facilities into ADA compliance is a concern,” and were not the same for park boards and park employees when all response categories were included (Table 34). Park board members were more likely to have extreme views – with higher percentages in the strongly agree and strongly disagree categories compared to park employees. The different distributions across response categories were statistically significant. Employees were more likely to select “agree,” while park board members were more likely to select “strongly agree.” Among both groups there was more agreement and less disagreement with this item. It is also worth noting that none of the respondents selected “strongly disagree” for this item.

Detailed responses are provided for the issue of “My agency regularly markets/promotes facilities and programs to the community” (Table 35). Park employees were more likely to choose “strongly agree,” whereas park board members were more likely to choose “agree.” Park board members showed more disagreement with this item – 15% disagreed and 6.7% strongly disagreed, compared to 5.8% and 1.0% for park employees, respectively.

The two respondent groups did not agree that their “park department does well responding to the recreation needs of my community” (Table 36). Park board members showed more disagreement with this item – there was a sharp contrast between “disagree” and “strongly disagree” responses between respondent groups. Finally, they thought differently about whether their “park and recreation system attracts people to their community” (Table 37). Park employees tended to agree, while park board

members were more likely to disagree. The differences across groups for these items were statistically significant. For the other items in the list in Survey Question 18, park board members had similar levels of agreement as park employees on the issues.

Table 34. Bringing facilities into ADA compliance is a concern for my agency.

<i>Response</i>	<i>Park employees (%)</i>	<i>Park board members (%)</i>
Strongly agree	27.5	41.7
Agree	55.9	30.0
Neither agree nor disagree	14.7	18.3
Disagree	2.0	10.0

Chi-square probability < 0.05

Table 35. My agency regularly markets/promotes facilities and programs to the community.

<i>Response</i>	<i>Park employees (%)</i>	<i>Park board members (%)</i>
Strongly agree	38.8	16.7
Agree	45.6	38.3
neither agree nor disagree	8.7	23.3
Disagree	5.8	15.0
Strongly disagree	1.0	6.7

Chi-square probability < 0.05

Table 36. My park department does well responding to the recreation needs of my community.

<i>Response</i>	<i>Park employees (%)</i>	<i>Park board members (%)</i>
Strongly agree	19.4	25.0
Agree	59.2	40.0
Neither agree nor disagree	17.5	15.0
Disagree	3.9	16.7
Strongly disagree	0.0	3.3

Chi square probability = 0.05

Table 37. My park and recreation system helps to attract people into my community.

<i>Response</i>	<i>Park employees (%)</i>	<i>Park board members (%)</i>
Strongly agree	35.9	20.0
Agree	43.7	36.7
Neither agree nor disagree	13.6	30.0
Disagree	5.8	6.7
Strongly disagree	1.0	6.7

Chi-square probability < 0.05

Perceptions by gender

The attitudinal question was examined by gender. Males and females were compared by the way that they responded to the fourteen items about parks and recreation in their communities. Based on a chi-square test, there were no differences across the items by gender. Each group had similar levels of agreement and disagreement with the statements in the question. Items are reported in order based on the highest percent agreement to the lowest percent agreement.

Table 38a. Comparing respondents by gender and levels of agreement on local issues.

<i>Item</i>	<i>Gender</i>	<i>Agree (%)</i>	<i>Neither agree nor disagree (%)</i>	<i>Disagree (%)</i>	<i>Test of significance</i>
My park board members see outdoor recreation as essential to the economic health of my community.	Male	93.2	4.2	2.5	NS
	Female	93.1	3.4	3.4	
My park board members see outdoor recreation as contributing to the overall health of the citizens in this community.	Male	92.4	5.9	1.7	NS
	Female	93.1	5.2	1.7	
Recreation is perceived as valuable to people in my community.	Male	85.7	11.8	2.5	NS
	Female	84.5	13.8	1.7	
Bringing facilities into ADA compliance is a concern for my agency.	Male	77.3	17.6	5.0	NS
	Female	84.2	12.3	3.5	

Table 38b. Comparing respondents by gender and levels of agreement on local issues

<i>Item</i>	<i>Gender</i>	<i>Agree (%)</i>	<i>Neither agree nor disagree (%)</i>	<i>Disagree (%)</i>	<i>Test of significance</i>
Coordinating volunteers for parks and recreation in our community is a challenge.	Male	68.3	22.5	9.2	NS
	Female	80.7	12.3	7.0	
My agency regularly markets/promotes facilities and programs to the community.	Male	77.3	13.4	9.2	NS
	Female	67.2	13.8	19.0	
My park department does very well responding to the recreational needs of my community.	Male	73.1	20.2	6.7	NS
	Female	70.7	15.5	13.8	
My park and recreation system helps to attract people into my community.	Male	73.1	19.3	7.6	NS
	Female	69.0	20.7	10.3	
People in my community support spending for parks and recreation.	Male	72.5	21.7	5.8	NS
	Female	70.7	17.2	12.1	
Our town council members (or county commissioners) see outdoor recreation as essential to the economic health of my community.	Male	72.3	16.0	11.8	NS
	Female	67.3	14.5	18.2	
Our town council members (or county commissioners) see outdoor recreation as contributing to the overall health of the citizens in this community.	Male	67.8	23.7	8.5	NS
	Female	69.1	16.4	14.5	
Demand for outdoor recreation is growing faster than we can develop recreational opportunities.	Male	63.9	27.7	8.4	NS
	Female	58.6	32.8	8.6	
My park and recreation system is helping to keep residents here.	Male	52.5	30.8	16.7	NS
	Female	44.8	37.9	17.2	
The park systems throughout the state are helping to keep residents in Indiana.	Male	40.3	42.0	17.6	NS
	Female	36.2	48.3	15.5	

Summary

The intent of this project was to identify the most prevalent issues facing local recreation providers. The research was conducted using quantitative methods through a mail survey. The questions used in the mail survey were based on qualitative results from a content analysis of master plans and interviews with four superintendents. The overarching goal of the project was to identify local issues as a contribution for the writing of the next 2005-2009 SCORP for Indiana.

Results from the mail survey complemented many of the findings from the content analysis of master plans. Budgets are a large issue facing local providers. However, there are other important issues, such as target audiences in need of programs, and the desire for land acquisition to protect green-space along the rural-urban fringe. Local providers continue with capital projects; however facility renovation and refurbishment is also an important issue. To accomplish these diverse goals, recreation providers are seeking alternative funding strategies and pursuing partnerships in the local community. They are also developing marketing plans to attract constituents to their services and programs. The findings from this research project provide a view of the issues facing local providers and the creative ways they seek to overcome those challenges for the future. The issues identified in this study help to create an overall picture of the local providers of parks and recreation in Indiana.

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Appendix Tables for SCORP Research Project

Appendix tables are coded to match the corresponding table in the research report. For example, Table 1b should be examined with Table 1 of the main report.

Table 1b. Mail survey respondents noting “other” in Question 2 of survey.

<i>Title</i>	<i>Frequency</i>	<i>Percent of “other”</i>
Clerk-treasurer	3	25.0
New Albany Floyd County Parks -- a joint department	1	8.3
Employee of township and city park department	1	8.3
Park commissioner	1	8.3
Town manager	1	8.3
Assistant to town manager	1	8.3
Township trustee	1	8.3
Street commissioner	1	8.3
Park superintendent -- past board member	1	8.3
Work in area -- Hammond county	1	8.3
Total	12	100.0

Table 10b. Ranked issues based on open-ended responses to the mail survey.

<i>Issues listed first</i>	<i>1st Place</i>	<i>2nd Place</i>	<i>3rd Place</i>	<i>Salience</i>
Budget/funding	119	29	24	146.35
Land acquisition	24	26	7	43.73
Personnel	1	24	12	21.04
Maintenance/renovation of facilities	11	10	3	18.69
Capital projects	5	5	3	9.34
Community/economic growth	3	7	2	8.35
Political support	3	5	4	7.67
Meeting community needs	3	4	5	7.33
Vandalism	1	6	2	5.68
Community participation	2	4	0	4.68
Trails	1	4	1	4.01
Programming	1	3	3	4.00
ADA compliance	1	2	1	2.67
Perceived value of parks and recreation	0	2	3	2.33
Flood zone issues	1	1	1	2.00
Pond/lake management	0	2	0	1.34
Time	1	0	1	1.33
Ball fields for children	1	0	0	1.00
Need for vision	0	1	1	1.00
Too much red tape/paperwork	0	1	0	0.67
Aquatic center	0	1	0	0.67
Preservation of green space	0	1	0	0.67
Poor park site	0	1	0	0.67
Working with other city departments	0	1	0	0.67
Recreation fields – soccer and football	0	1	0	0.67
Landscaping with trees	0	1	0	0.67
Equipment	0	0	2	0.66
Safety	0	0	2	0.66
Departmental growth	0	0	1	0.33
Lack of facilities	0	0	1	0.33
Playground equipment	0	0	1	0.33
Master plan	0	0	1	0.33
Resource protection	0	0	1	0.33
Hire grant writers to do what we should do	0	0	1	0.33
Playground/exercise	0	0	1	0.33
Not over-planning	0	0	1	0.33
No golf course	0	0	1	0.33
Utilities – water and electricity	0	0	1	0.33
Senior center	0	0	1	0.33
To build active or passive parks	0	0	1	0.33
Parking shortage	0	0	1	0.33

Source: Responses are from Question 5 of the mail survey.

Table 16b. Specific capital projects planned by respondents in the next five years.

<i>Capital project</i>	<i>Frequency of respondents</i>	<i>Percent of respondents</i>
Playground	105	58.0
Multi-use trail	98	54.1
New land acquisition	93	51.4
Parking lot	90	49.7
Other buildings (e.g., restrooms, concession stand, nature center)	89	49.2
Garden or picnic area	79	43.6
Shelter house	77	42.5
Soccer field/athletic field	63	34.8
Nature/interpretive trail	59	32.6
Lighting system	56	30.9
Skatepark	55	30.4
Basketball/volleyball court	52	28.7
Wetland or Pond	48	26.5
Baseball/softball diamond	44	24.3
Drainage/irrigation/flood control project	42	23.2
Dog Park	39	21.5
Maintenance building	39	21.5
Community Center	34	18.8
Rails-to-trails project	34	18.8
Water access	33	18.2
Single-use trail	30	16.6
Indoor recreational facility	26	14.4
Aquatic Facility	22	12.2
Tennis court	21	11.6
Senior Center	15	8.3
Administrative building	15	8.3
Swimming Pool	12	6.6
Campgrounds	11	6.1
Archery or shooting range	4	2.2

Table 16c. Number of capital projects as reported by mail survey respondents.

<i>Number of projects</i>	<i>Frequency of respondents</i>	<i>Percent</i>
5	19	10.4
8	19	10.4
3	18	9.9
6	15	8.2
2	14	7.7
4	11	6.0
7	11	6.0
9	10	5.5
12	8	4.4
17	7	3.8
1	6	3.3
10	6	3.3
14	6	3.3
11	5	2.7
16	5	2.7
13	4	2.2
15	4	2.2
20	3	1.6
19	2	1.1
22	1	.5
23	1	.5
None	7	3.8
Total	182	100.0

Table 17b. Projects for renovation and refurbishment planned by respondents.

<i>Renovation project</i>	<i>Frequency of respondents</i>	<i>Percent of respondents</i>
Playground	90	49.7
Parking lot	87	48.1
Other buildings (e.g., restrooms, concession stand, nature center)	73	40.3
Shelter house	67	37.0
Tennis court	64	35.4
Baseball/softball diamond	62	34.3
Basketball/volleyball court	56	30.9
Swimming Pool	48	26.5
Lighting system	47	26.0
Multi-use trail	42	23.2
Garden or Picnic area	40	22.1
Maintenance building	35	19.3
Soccer field/athletic field	30	16.6
Skatepark	28	15.5
Nature/interpretive trail	27	14.9
Wetland or Pond	26	14.4
Community Center	25	13.8
Water access	23	12.7
Single-use trail	23	12.7
Administrative building	19	10.5
Drainage/irrigation/flood control project	17	9.4
Aquatic Facility	12	6.6
Campgrounds	11	6.1
Rails-to-trails project	11	6.1
Indoor recreational facility	9	5.0
Senior Center	8	4.4
Dog Park	3	1.7
Archery or shooting range	0	0.0

Table 17c. Number of facility renovation projects as reported by mail survey respondents.

<i>Facility renovations needed</i>	<i>Frequency</i>	<i>Percent</i>
3	21	11.5
6	21	11.5
2	20	11.0
5	17	9.3
4	16	8.8
7	15	8.2
1	12	6.6
8	11	6.0
11	8	4.4
9	7	3.8
10	4	2.2
12	3	1.6
13	3	1.6
14	2	1.1
15	2	1.1
16	1	.5
17	1	.5
18	1	.5
25	1	.5
None	16	8.8
Total	182	100.0

Table 18b. The 2003 legally appropriated budget for parks and recreation.

<i>Budget reported</i>	<i>Frequency</i>	<i>Percent</i>	<i>Cumulative Percent</i>
\$220.00	1	.7	.7
\$1500.00	1	.7	1.3
\$2000.00	2	1.3	2.6
\$3600.00	1	.7	3.3
\$5000.00	1	.7	3.9
\$6400.00	1	.7	4.6
\$7000.00	1	.7	5.2
\$8000.00	1	.7	5.9
\$9000.00	1	.7	6.5
\$10500.00	2	1.3	7.8
\$10630.00	1	.7	8.5
\$11200.00	1	.7	9.2
\$15000.00	2	1.3	10.5
\$16000.00	1	.7	11.1
\$18500.00	1	.7	11.8
\$19840.00	1	.7	12.4
\$20000.00	3	2.0	14.4
\$24000.00	1	.7	15.0
\$25000.00	1	.7	15.7
\$25286.00	1	.7	16.3
\$30821.00	1	.7	17.0
\$33000.00	1	.7	17.6
\$35272.00	1	.7	18.3
\$50000.00	1	.7	19.0
\$50522.00	1	.7	19.6
\$65000.00	1	.7	20.3
\$72000.00	1	.7	20.9
\$73600.00	1	.7	21.6
\$78000.00	1	.7	22.2
\$86000.00	1	.7	22.9
\$90000.00	2	1.3	24.2
\$95000.00	1	.7	24.8
\$96000.00	2	1.3	26.1
\$100000.00	4	2.6	28.8
\$103000.00	1	.7	29.4
\$104000.00	1	.7	30.1
\$115000.00	1	.7	30.7
\$115693.00	1	.7	31.4
\$116000.00	1	.7	32.0
\$125000.00	3	2.0	34.0
\$125440.00	1	.7	34.6
\$139930.00	1	.7	35.3
\$150000.00	1	.7	35.9
\$217000.00	1	.7	36.6

Table 18b (continued)			
<i>Budget reported</i>	<i>Frequency</i>	<i>Percent</i>	<i>Cumulative Percent</i>
\$217747.00	1	.7	37.3
\$226087.00	1	.7	37.9
\$230746.00	1	.7	38.6
\$250000.00	1	.7	39.2
\$256215.00	1	.7	39.9
\$259315.00	1	.7	40.5
\$262900.00	1	.7	41.2
\$275000.00	1	.7	41.8
\$287000.00	1	.7	42.5
\$288700.00	1	.7	43.1
\$295000.00	1	.7	43.8
\$300000.00	2	1.3	45.1
\$325000.00	1	.7	45.8
\$330000.00	1	.7	46.4
\$330293.00	1	.7	47.1
\$334959.00	2	1.3	48.4
\$342278.00	1	.7	49.0
\$343174.00	1	.7	49.7
\$357499.00	1	.7	50.3
\$385000.00	1	.7	51.0
\$406000.00	1	.7	51.6
\$428796.00	1	.7	52.3
\$428820.00	1	.7	52.9
\$477000.00	1	.7	53.6
\$480000.00	1	.7	54.2
\$494668.00	1	.7	54.9
\$500000.00	2	1.3	56.2
\$503000.00	1	.7	56.9
\$557136.00	1	.7	57.5
\$560000.00	1	.7	58.2
\$603750.00	1	.7	58.8
\$620000.00	1	.7	59.5
\$640000.00	1	.7	60.1
\$648700.00	1	.7	60.8
\$650000.00	1	.7	61.4
\$670000.00	1	.7	62.1
\$671000.00	1	.7	62.7
\$705000.00	1	.7	63.4
\$715270.00	1	.7	64.1
\$733494.00	1	.7	64.7
\$757582.00	1	.7	65.4
\$775000.00	1	.7	66.0
\$780000.00	1	.7	66.7
\$800000.00	1	.7	67.3
\$813000.00	1	.7	68.0

Table 18b (continued)			
<i>Budget reported</i>	<i>Frequency</i>	<i>Percent</i>	<i>Cumulative Percent</i>
\$827177.00	1	.7	68.6
\$888000.00	1	.7	69.3
\$930164.00	1	.7	69.9
\$930204.00	1	.7	70.6
\$931064.00	1	.7	71.2
\$1000000.00	1	.7	71.9
\$1080565.00	1	.7	72.5
\$1093000.00	1	.7	73.2
\$1106367.00	1	.7	73.9
\$1131187.00	1	.7	74.5
\$1134174.00	1	.7	75.2
\$1141766.00	1	.7	75.8
\$1164702.00	1	.7	76.5
\$1203230.00	1	.7	77.1
\$1338035.00	1	.7	77.8
\$1362124.00	1	.7	78.4
\$1362335.00	1	.7	79.1
\$1400000.00	1	.7	79.7
\$1407763.00	1	.7	80.4
\$1506555.00	1	.7	81.0
\$1582957.00	1	.7	81.7
\$1700000.00	1	.7	82.4
\$2000000.00	5	3.3	85.6
\$2200000.00	1	.7	86.3
\$3000000.00	8	5.2	91.5
\$3764644.00	1	.7	92.2
\$4000000.00	2	1.3	93.5
\$4250500.00	1	.7	94.1
\$6200000.00	1	.7	94.8
\$6400000.00	1	.7	95.4
\$7000000.00	1	.7	96.1
\$8000000.00	1	.7	96.7
\$10000000.00	1	.7	97.4
\$10500000.00	1	.7	98.0
\$11000000.00	1	.7	98.7
\$31000000.00	1	.7	99.3
\$31552363.00	1	.7	100.0
Total	153	100.0	

Table 29b. Frequency of target audiences listed first by mail survey respondents.

<i>Target audiences</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>	<i>Salience</i>
Youth/children	56	7	5	62.34
All citizens/we don't target	41	N/A	N/A	41.00
Senior citizens	8	18	8	22.70
Families	7	7	6	13.67
Persons with disabilities	8	7	2	13.35
All age groups	5	4	2	8.34
Teens	4	3	2	6.67
Racial/ethnic groups (e.g. Hispanics)	2	5	2	6.01
Socioeconomic groups	4	1	1	5.00
Walkers/hikers	2	2	0	3.34
Adults	0	4	2	3.34
Users	1	1	0	1.67
Underserved neighborhoods	1	1	0	1.67
Campers	0	2	0	1.34
Lions Club	1	0	1	1.33
Baseball players	1	0	0	1.00
Parks are old. We have begun to upgrade.	1	0	0	1.00
All town residents	1	0	0	1.00
Fire department	1	0	0	1.00
A more diverse population	1	0	0	1.00
Special events -- e.g., Relay for Life	1	0	0	1.00
Sports teams	1	0	0	1.00
Passive recreational users	1	0	0	1.00
Friends of the parks organization	1	0	0	1.00
Saddle Club	1	0	0	1.00

Table 29c. Frequency of target audiences listed only second or third by mail survey respondents.

<i>Target audience.</i>	<i>1st place</i>	<i>2nd place</i>	<i>3rd place</i>	<i>Salience</i>
Middle aged people	0	1	0	0.67
Swim lesson users	0	1	0	0.67
Amish	0	1	0	0.67
Singles	0	1	0	0.67
Football players	0	1	0	0.67
Non-residents	0	1	0	0.67
Civic groups	0	1	0	0.67
People over 25	0	1	0	0.67
Potential users	0	1	0	0.67
Historic preservation groups	0	1	0	0.67
4-H	0	1	0	0.67
General population for exercise	0	0	1	0.33
All races	0	0	1	0.33
Current lawsuit over 1st amendment rights	0	0	1	0.33
Athletic field users	0	0	1	0.33
5k run -- all ages	0	0	1	0.33
Tourists	0	0	1	0.33
Passive recreation users	0	0	1	0.33
Have a good rapport with all groups	0	0	1	0.33
Special interests	0	0	1	0.33

Table 32b. Respondents' agreement or disagreement with statements about parks and recreation.

	<i>Strongly Agree (%)</i>	<i>Agree (%)</i>	<i>Neither agree nor disagree (%)</i>	<i>Disagree (%)</i>	<i>Strongly Disagree (%)</i>
My park board members see outdoor recreation as essential to the economic health of my community.	57.3	36.0	3.9	2.2	0.6
My park board members see outdoor recreation as contributing to the overall health of the citizens in this community.	50.0	42.7	5.6	1.7	0.0
Recreation is perceived as valuable to people in my community.	35.8	49.7	12.3	2.2	0.0
Bringing facilities into ADA compliance is a concern for my agency.	34.3	45.5	15.7	4.5	0.0
My agency regularly markets/promotes facilities and programs to the community.	29.1	44.7	14.0	9.5	2.8
Coordinating volunteers for parks and recreation in our community is a challenge.	29.1	43.6	19.0	7.3	1.1
My park department does very well responding to the recreational needs of my community.	20.7	52.0	18.4	7.8	1.1
People in my community support spending for parks and recreation.	21.1	50.6	20.6	7.2	0.6
My park and recreation system helps to attract people into my community.	29.6	41.9	20.1	5.6	2.8
Our town council members (or county commissioners) see outdoor recreation as essential to the economic health of my community.	21.6	48.9	15.9	10.8	2.8
Our town council members (or county commissioners) see outdoor recreation as contributing to the overall health of the citizens in this community.	18.9	49.1	21.7	8.0	2.3
Demand for outdoor recreation is growing faster than we can develop recreational opportunities.	26.3	35.8	29.6	7.8	0.6
My park and recreation system is helping to keep residents here.	13.3	36.7	32.8	15.6	1.7
The park systems throughout the state are helping to keep residents in Indiana.	10.1	28.5	44.1	14.5	2.8

Table 39. Zip codes and communities represented by respondents.

<i>Community Name</i>	<i>Frequency</i>	<i>Zip Code</i>
Alexandria	2	46001
Carmel	1	46032
Carmel	1	46033
Cicero	1	46034
Elwood	1	46036
Fishers	2	46038
Fortville	1	46040
Lebanon	2	46052
Noblesville	2	46060
Pendleton	1	46064
Tipton	1	46072
Zionsville	3	46077
Brownsburg	1	46112
Avon	1	46123
Franklin	2	46131
Greenfield	3	46140
Greenwood	1	46142
New Palestine	1	46163
Pittsboro	1	46167
Shelbyville	3	46176
Indianapolis	1	46204
Indianapolis	1	46205
Indianapolis	1	46220
Indianapolis	1	46224
Chesterton, Burns Harbor	1	46304
Crown Point	1	46307
Demotte	1	46310
Dyer	1	46311
Munster, Hammond	1	46321
Highland, Hammond	1	46322
Hebron	2	46341
Hobart, New Chicago	1	46342
Laporte	1	46350
Lowell	1	46356
Portage	2	46368
Schererville	1	46375
Valparaiso, Valpo	1	46385
Whiting	1	46394
Gary	1	46402
Gary	1	46403
Lake Station, Gary	1	46405
Gary	1	46408
Bremen	1	46506
Elkhart	2	46516

Table 39 (continued).

<i>Community Name</i>	<i>Frequency</i>	<i>Zip Code</i>
Goshen, Foraker	4	46526
Hamlet	1	46532
Mishawaka	1	46544
Nappanee	1	46550
New Carlisle	1	46552
North Webster	1	46555
Plymouth, Inwood	2	46563
Syracuse	1	46567
Topeka	1	46571
Walkerton	2	46574
Warsaw	3	46580
Winona Lake	1	46590
South Bend	1	46614
South Bend	1	46637
Angola	3	46703
Auburn	1	46706
Berne, Linn Grove	1	46711
Bluffton	1	46714
Churubusco	1	46723
Cromwell	1	46732
Fremont	1	46737
Garrett	1	46738
Harlan	1	46743
Kendallville	1	46755
Lagrange	1	46761
Ligonier	1	46767
New Haven	1	46774
Roanoke	1	46783
Rome City	1	46784
Wolcottville	2	46795
Fort Wayne	1	46805
Kokomo	1	46902
Akron	1	46910
Deplhi	2	46923
Flora	1	46929
Gas City	1	46933
Logansport	2	46947
Marion	1	46952
Peru	1	46970
Swayzee	1	46986
Sweetser	1	46987
Wabash	1	46992
Aurora	1	47001
Milan	1	47031

Table 39 (continued)		
<i>Community Name</i>	<i>Frequency</i>	<i>Zip Code</i>
Rising Sun	1	47040
Sunman	1	47041
Vevay	1	47043
Corydon	1	47112
English, Sulphur	1	47118
Clarksville	1	47129
Jeffersonville	1	47130
Milltown	1	47145
New Albany	1	47150
Scottsburg	1	47170
Columbus	2	47201
Greensburg	1	47240
Madison	1	47250
North Vernon	2	47265
Vernon	1	47282
Muncie	1	47302
Connersville	1	47331
Farmland	1	47340
Middletown	1	47356
New Castle	1	47362
Portland	2	47371
Richmond	1	47374
Union City	2	47390
Yorktown	1	47396
Bloomington	1	47402
Bloomington	1	47404
Washington	1	47501
Cannelton	2	47520
Huntingburg	1	47542
Jasper	2	47546
Loogootee	2	47553
Odon	1	47562
Sandborn	1	47578
Vincennes	3	47591
Grandview	1	47615
Rockport	1	47635
Evansville	1	47713
Evansville	1	47715
Terre Haute	1	47803
Terre Haute	3	47807
Harmony	1	47853
Rockville	1	47872
Lafayette	2	47904
West Lafayette	3	47906

Table 39 (continued)		
<i>Community Name</i>	<i>Frequency</i>	<i>Zip Code</i>
Crawfordsville	1	47933
Fowler	1	47944
Wolcott	1	47995
Total	175	

We would like to ask you about the issues surrounding local provision of parks and recreation in your community. Thank you for your responses.

1. Which of these do you have in your community? Please check all that apply:

- ☐ Park and Recreation Department ☐ Park Board (or Park and Recreation Board)

2. Which of these best describes you, the respondent? Please fill in one box:

- ☐ Employee of Municipal Park and Recreation Department
☐ Employee of Township Park and Recreation Department
☐ Employee of County Park and Recreation Department
☐ Member of Park Board
☐ Other (please describe): _____

3. Which level of government is the park department with which you are associated? (Check one)

- ☐ County ☐ Municipal (City or town)
☐ Township ☐ Other (please explain) _____

4. What is the approximate size of the population served by the park department with which you work?

- ☐ 4,999 or less ☐ 5,000-9,999 ☐ 10,000-49,999 ☐ 50,000-149,999 ☐ 150,000 or more

5. Overall, what are the biggest issues your park department faces in planning for the future?

a. _____

b. _____

c. _____

6. Are there any groups of people in your community that are a priority or main focus for the park and recreation department (e.g., age groups, persons with disabilities, socioeconomic groups, racial or ethnic groups, etc.)?

a. _____

b. _____

c. _____

Park Department Activities

7. How does the park department promote its programs/services? Check all that apply:

- ☐ Informational Signs or Displays ☐ Pamphlets or Flyers ☐ Newspapers
☐ Direct Mail ☐ Radio ☐ Television
☐ Newsletter ☐ Web Site ☐ Park and Recreation Logo
☐ None of the above ☐ Other (please describe) _____

8. Does the park department coordinate with any of these local groups to provide recreation?

	Yes, frequently	Occasionally	No, not at all
Local Schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civic Organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer Groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clubs and Organizations, e.g., Little League	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercial Recreation Providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-profit Recreation Providers, e.g., YMCA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conventions and Visitors Bureau	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Units of Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neighborhood Associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special Interest Groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Care Providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. In the next 5 years, does the park department expect to **add any new capital projects** from the following list to your park and recreation areas? Please check all that apply:

List A: Land Development	List B: Sports and Activities	List C: Buildings/Infrastructure
<input type="checkbox"/> New land acquisition <input type="checkbox"/> Single-use trail <input type="checkbox"/> Multi-use trail <input type="checkbox"/> Rails-to-trails project <input type="checkbox"/> Nature/interpretive trail <input type="checkbox"/> Water access, e.g. boat ramp <input type="checkbox"/> Wetland or Pond <input type="checkbox"/> Garden or Picnic area <input type="checkbox"/> Drainage/irrigation/flood control project	<input type="checkbox"/> Basketball/volleyball court <input type="checkbox"/> Baseball/softball diamond <input type="checkbox"/> Soccer field/athletic field <input type="checkbox"/> Tennis court <input type="checkbox"/> Playground <input type="checkbox"/> Skatepark <input type="checkbox"/> Dog Park <input type="checkbox"/> Archery or shooting range <input type="checkbox"/> Community Center <input type="checkbox"/> Senior Center	<input type="checkbox"/> Parking lot <input type="checkbox"/> Indoor recreational facility <input type="checkbox"/> Lighting system <input type="checkbox"/> Maintenance building <input type="checkbox"/> Shelter house <input type="checkbox"/> Administrative building <input type="checkbox"/> Other buildings (e.g., restrooms, concession stand, nature center) <input type="checkbox"/> Swimming Pool <input type="checkbox"/> Aquatic Facility <input type="checkbox"/> Campgrounds

10. In the next 5 years, do you expect to **renovate/refurbish** any of the following? Please check all that apply:

List A: Land Development	List B: Sports and Activities	List C: Buildings/Infrastructure
<input type="checkbox"/> Single-use trail	<input type="checkbox"/> Basketball/volleyball court	<input type="checkbox"/> Parking lot
<input type="checkbox"/> Multi-use trail	<input type="checkbox"/> Baseball/softball diamond	<input type="checkbox"/> Indoor recreational facility
<input type="checkbox"/> Rails-to-trails project	<input type="checkbox"/> Soccer field/athletic field	<input type="checkbox"/> Lighting system
<input type="checkbox"/> Nature/interpretive trail	<input type="checkbox"/> Tennis court	<input type="checkbox"/> Maintenance building
<input type="checkbox"/> Water access, e.g. boat ramp	<input type="checkbox"/> Playground	<input type="checkbox"/> Shelter house
<input type="checkbox"/> Wetland or Pond	<input type="checkbox"/> Skatepark	<input type="checkbox"/> Administrative building
<input type="checkbox"/> Garden or Picnic area	<input type="checkbox"/> Dog Park	<input type="checkbox"/> Other buildings (e.g., restrooms, concession stand, nature center)
<input type="checkbox"/> Drainage/irrigation/flood control project	<input type="checkbox"/> Archery or shooting range	<input type="checkbox"/> Swimming Pool
	<input type="checkbox"/> Community Center	<input type="checkbox"/> Aquatic Facility
	<input type="checkbox"/> Senior Center	<input type="checkbox"/> Campgrounds

11. Please select the top three issues of importance to your park and recreation agency: Please rank 1st, 2nd, 3rd.

- | | |
|---|------------------------------------|
| ___ staffing | ___ staff training and development |
| ___ competition from other recreation providers | ___ level of public participation |
| ___ land for recreation | ___ amount of facilities available |
| ___ perceived value of parks and recreation | ___ number of programs offered |
| ___ communication issues | ___ ADA Compliance |
| ___ safety | |

12. Which projects/programs are the first to be eliminated when budget cuts are inevitable? (Please check one):

- | | | |
|---|--|--|
| <input type="checkbox"/> Mow less grass | <input type="checkbox"/> Hire fewer people/let people go | <input type="checkbox"/> Stop offering programs |
| <input type="checkbox"/> Cut back on or cancel capital projects | <input type="checkbox"/> Maintain facilities less | <input type="checkbox"/> Close recreational facilities |
| <input type="checkbox"/> Sell park properties | <input type="checkbox"/> Other: _____ | |

13. What alternative funding strategies is your park department pursuing for the future? (Check all that apply):

- | | | | |
|--|--|---------------------------------------|--------------------------------|
| <input type="checkbox"/> friends of parks group | <input type="checkbox"/> park foundation | <input type="checkbox"/> donations | <input type="checkbox"/> fees |
| <input type="checkbox"/> public-private partnerships | <input type="checkbox"/> grants | <input type="checkbox"/> sponsorships | <input type="checkbox"/> taxes |
| <input type="checkbox"/> fundraising | <input type="checkbox"/> other _____ | | |

14. What is the 2003 legally appropriated budget for your park and recreation department? _____

15. How many years have you worked in/with the parks and recreation profession? _____

16. What is your gender: ☐ male ☐ female

17. What is your zip code? _____

18. Please respond to the following by circling the number that most applies to your park system:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
My park board members see outdoor recreation as essential to the economic health of my community.	1	2	3	4	5
Our town council members (or county commissioners) see outdoor recreation as essential to the economic health of my community.	1	2	3	4	5
Recreation is perceived as valuable to people in my community.	1	2	3	4	5
People in my community support spending for parks and recreation.	1	2	3	4	5
My park board members see outdoor recreation as contributing to the overall health of the citizens in this community.	1	2	3	4	5
Our town council members (or county commissioners) see outdoor recreation as contributing to the overall health of the citizens in this community.	1	2	3	4	5
Bringing facilities into ADA compliance is a concern for my agency.	1	2	3	4	5
My agency regularly markets/promotes facilities and programs to the community.	1	2	3	4	5
Coordinating volunteers for parks and recreation in our community is a challenge.	1	2	3	4	5
My park department does very well responding to the recreational needs of my community.	1	2	3	4	5
My park and recreation system helps to attract people into my community.	1	2	3	4	5
Demand for outdoor recreation is growing faster than we can develop recreational opportunities.	1	2	3	4	5
My park and recreation system is helping to keep residents here.	1	2	3	4	5
The park systems throughout the state are helping to keep residents in Indiana.	1	2	3	4	5

19. Do you have any other comments or feedback?

Thank you for your time.

Please return to Amy Sheaffer, NREM Dept., WQ 114, Ball State University, Muncie, IN 47306.